The room worked well as the player lounge, although it was not as crowded as Barbara Perry had anticipated. The room was supplied with couches, tables, TV, VCR and movies. Tables were added for player dining, and hot meals were served twice daily.

Media Dining

The media dining area was in the Exhibition Hall/Courtside Club. Although it was a hike to get to the Courtside Club from the Media Center, the food offered was very good. The media each received a chit for lunch and/or dinner daily which were valued at $10 and $17 respectively. Any overage would be the individual's responsibility.

Next year I would recommend combining Media/Player Dining in the lounge area for convenience sake, if finances permit.

Locker Room

The locker room was located on the 2nd level just off center court. The size of the locker room is sufficient, but more attention to detail should be given to this room next year. During the preliminary site check it was agreed that doors or draping would be put on the toilet stalls. This was not taken care of until I arrived. There was no pipe and drape for the massage therapist. There was only one small mirror in the entire room.

Next year I recommend a dedicated sprucing up of the room.

Center Court

Overall the appearance of center court was good. Unfortunately, the baseline Kiss 100 banners were done in large block lettering and took away from the attractiveness of the court.

One major problem was that not all the banners on center court were ready to be placed on Monday and I continually had to monitor banner placements.

The official beverage was Clearly Canadian and the Kraft product of the week was Breyers.

The railing around center court is only 2-1/2 - 3' high. Next year I vote to pull the photographers benches off center court.

Practice Courts

The subject of practice courts was not a pleasant one early in the week. Stefano Capriati blew up at Georgina Clark, the WTA tour director, because Jennifer was only allotted 45 minutes practice time and had to share the court with another player.

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Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

The total number of courts available was only three.

- o One court on-site at the Philadelphia Civic Center.
- o One court at the Levi Tennis Pavilion.
- o One court at the Riverside Racquet Club.

Next year should not be a problem if we have the two additional courts available from Oakland. There is plenty of room for the courts to be set up on-site in the Exhibition Hall.

If the additional courts are not available from Oakland, then IMG needs to secure additional practice locations.

Banners

The Civic Center offered ample space to place numerous sponsor banners.

The center court banners were all printed on blue material with the exception of the Kraft World Tour banner which is maroon.

The only follow-up to banners is that at all future events I want to insist that all banner placements are made by Monday. The only exception will be the daily sponsor placements.

Sideline Seats

The box seats on the sidelines are on ground level. The problem is that it is impossible to see over the railing surrounding center court if you are seated in the first several rows.

Next year I would like to see the center court area expanded so it is brought a couple of feet closer to the sideline box seats. I believe this will give everyone a better view over the railing, and the aisle will still be wide enough for pedestrian traffic.

Vendors/Concession Area

The vending area was located between the main entrance and center court. There were approximately thirty different booths with a vast array of tennis merchandise being sold.

The only problem with this area was that the lighting was not that bright. Many vendors purchased additional spotlights for their booths.

There was a good variety of food available through the concessionaires. The Breyers ice cream truck was on hand distributing free yogurt samples, much to everyone's delight.

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Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

ProShop

The Virginia Slims ProShop was in a prime location at the Southeast corner of center court. The sales at our booth were sluggish throughout the week.

The official program was sold through our ProShop at $5.00 apiece. The programs sold out by Saturday, much to the public's disappointment.

There was a problem with the programs inserted pages not being perforated.

The obvious recommendation for next year is to order more programs and do a quality control check at the printer.

Sampling Booth

The Virginia Slims sampling booth was located in the front of the vendor's area. The local Sales Force was not on the ball with manning the booth. Next year I would like to have a briefing on Monday morning with all samplers and PM Managers working the event. The new Virginia Slims ad is a nice addition to the decoration of the booth.

Ushers

I was assured by the IMG staff that there were ushers to cover all entranceways. This did not turn out to be true.

Unfortunately, there were no stadium seating diagrams in the lobby and the ushers were overwhelmed with helping people find their seats.

Next year I recommend that several large stadium seating diagrams be posted in the lobby and at every entrance to center court. There also needs to be a much clearer marking of the seats in general. I would also recommend a briefing with the ushers to ensure that people are only allowed in during changeovers.

Offices

The Virginia Slims office and the WTA office were located together just off center court. The office is in a great location, and I prefer being close to the WTA so that I'm close to the players. This is especially important one week prior to the Championships.

Ballpersons

The ballpersons outfits were supplied by Le Coq Sportswear. This is not necessarily bad, except that the t-shirts were also printed with the Kiss 100 logo and Infiniti. Overall the shirts

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Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

were too busy and the blue shorts were not the Virginia Slims blue.

Next year I will insist on a sample of the proposed uniforms.

Tickets

The VS box seats were located on the sidelines. The quantity of tickets received was sufficient.

Next year I would like our box seats to be in the baseline area, which gives you much better visibility of the court.

Courtside Club

The Courtside Club was set up in the Exhibition Hall and was sponsored by Infiniti. This area was set-up nicely with the dining area and reception area overlooking the practice courts.

Next year I would recommend increasing the size of the Courtside Club due to the large turnout of several receptions.

Official Charity

The official charity for the tournament was the Philadelphia Art Museum. A charity function was held in the Courtside Club on Wednesday, November 13. The Corporate Partners Executive Committee and Time Magazine were the official sponsors of the event.

Approximately 400 tickets were sold to the event and $14,000 was raised for the Museum.

Following the singles match on Wednesday night, a check presentation was made to Bob Scott, Head Curator of the Philadelphia Art Museum.

Barbara Perry of IMG presented a check for $14,000. Tom Keily of Time Magazine presented a $4,000 check and I surprised the Museum with a check for $10,000.

Approximately 3,000 people were on hand to witness the presentation.

Miscellaneous

The only copier and fax on-site were the ones in the Media Center.

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Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Summary

It's a nice feeling to step off a plane and see a poster advertising the Virginia Slims of Philadelphia in the airport. This typifies Barbara Perry's handling of events, she knows that the little details count.

This event had a great beginning with the opening kick off party, a strong week with eight of the top ten players in the main draw, and a fantastic finish with the four top-seeded players in the semi-finals. The crowd was routing for Jennifer Capriati on Sunday, but Monica Seles had an easy win to claim the 1991 Virginia Slims of Philadelphia singles title.

Overall, the Virginia Slims of Philadelphia was a fantastic event which is guaranteed to grow in prize money and popularity in 1992.

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Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

RECOMMENDATIONS

- o Provide extra cars during the early part of the week, or a shuttle bus during the busy morning hours.
- o Combine player and media dining located in the player lounge.
- o Spruce up the player locker room, and set-up the third floor locker room for coaches.
- o Re-do the Kiss 100 banners for 1992 to meet with VS approval.
- o All center court banner placement should be completed on Monday.
- o Remove the photographers benches.
- o Expand the size of center court sideways for better public viewing. This will also allow more space for the photographers.
- o Increase the number of practice courts by 2 or 3.
- o Increase the lighting in the concession area.
- o Increase the number of programs ordered.
- o Have a sampler briefing with the local salesforce.
- o Ushers should be posted at every entrance beginning on Monday.
- o Stadium diagrams need to be posted in the lobby and at each entrance to center court. There should also be box seat sign directionals on the sides of the bleachers.
- o Redesign the ballpersons outfits to meet with VS approval.
- o Our front row box seats should be located at the baseline.
- o Increase the size of the courtside club to meet the demands of attendance.
- o The IMG and WTA office should be equipped with their own copier and fax.
- o I recommend we contribute to the Philadelphia Museum of Art again in 1992.

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Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

KRAFT GENERAL FOODS WORLD TOUR

PHILADELPHIA.

WTA

Draw

Seed	No.	Player
1	1	SELES
	2	BYE
	3	SAVCHENKO
	4	WERDEL
	5	FAIRBANK-NIDEFFER
	6	PROVIS
WC	7	MOORE
8	8	GARRISON
3	9	SANCHEZ VICARIO
	10	BYE
	11	WHITLINGER
	12	STAFFORD
	13	HARPER
WC	14	WREEN
	15	SCHULTZ
5	16	FERNANDEZ MJ
7	17	MALEEVA-FRAGNIERE
	18	SMYLIE
	19	HELGESON
	20	FRAZIER
	21	McNEIL
	22	SVIGLEROVA
	23	BYE
4	24	CAPRIATI
6	25	MARTINEZ
	26	LINDQVIST
	27	SUKOVA
	28	BRIOUKHOVETS
	29	APPELMANS
	30	ZVEREVA
	31	BYE
2	32	SABATINI

Second round
- SELES
- M WERDEL 46 64 76 7
- T PROVIS 63 62
- T GARRISON 60 60
- SANCHEZ-VICARIO
- M WHITLINGER 60 75
- M HARPER 63 60
- T SCHULTZ 61 26 64
- T MALEEVA-FRAGNIERE 61 62
- M FRAZIER 60 62
- T McNEIL 61 16 62
- CAPRIATI
- M MARTINEZ 62 64
- T SUKOVA 63 64
- T ZVEREVA 64 62
- SABATINI

Third round
- W SELES 75 61
- Th GARRISON 64 64
- T SANCHEZ VICARIO 60 36 62
- Th SCHULTZ 63 64
- Th MALEEVA-FRAGNIERE 63 63
- W CAPRIATI 76 9 67 4 62
- W MARTINEZ 63 62
- W SABATINI 76 5 26 62

Quarterfinals
- Fri SELES 76 6 60
- FRI SANCHEZ VICARIO 67 4 61 64
- FRI CAPRIATI 63 62
- Th SABATINI 63 60

Semifinals
- SAT SELES 61 62
- SAT CAPRIATI 63 64

Final SUN

WINNER SELES 75 61

Tournament	VIRGINIA SLIMS of PHILADELPHIA
City	PHILADELPHIA
Main Draw Date	11-17 NOVEMBER 1991
Qualifying Date	—
Prize Money	$ 350 000
Draw	28
Surface	SUPREME

	PRIZE MONEY	KRAFT GENERAL FOODS POINTS
WINNER	70 000	300
RUNNER-UP	35 000	210
3rd-4th	17 500	135
5th-8th	9 100	70
9th-16th	4 800	35
17th-32nd	3 000	18
33rd-64th		

SEEDED PLAYERS

1. SELES
2. SABATINI
3. SANCHEZ VICARIO
4. CAPRIATI
5. FERNANDEZ MJ
6. MARTINEZ
7. MALEEVA-FRAGNIERE
8. GARRISON

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Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

KRAFT GENERAL FOODS WORLD TOUR

PHILADELPHIA DOUBLES

WTA

1 NOVOTNA-SAVCHENKO
NOVOTNA-SAVCHENKO 62 62
NC 2 LEAND-NELSON

3 FRAZIER-HELGESON
FRAZIER-HELGESON
4 STAFFORD-WERDER 63 2675

NOVOTNA-SAVCHENKO 62 61

3 5 SANCHEZ VICARIO-SUKOVA
SANCHEZ VICARIO-SUKOVA
6 FAIRBANK-NIDERROST-GREGORY 62 64

NOVOTNA-SAVCHENKO 64 46 62

7 HARPER-MARTINEZ
HARPER-MARTINEZ
8 CAPRIATI-SCHULTZ 677 64 61

SANCHEZ VICARIO-SUKOVA 60 61

9 BARANSKI-SEEMANN
BARANSKI-SEEMANN
10 GLITZ-SOMERVILLE 63 62

NOVOTNA-SAVCHENKO
WINNER 62 64

11 BRIOUKHOVETS-SVIGLEKOVA
FERNANDEZ-GARRISON
12 4 FERNANDEZ MJ-GARRISON 64 61

FERNANDEZ-GARRISON 62 62

13 PROVIS-SMYLIE
PROVIS-SMYLIE
14 HETHERINGTON-RENALDI 26 64 63

FERNANDEZ MJ-GARRIS 46 6161

15 MAGERS-WHITE R
SHRIVER-ZVEREVA
16 SHRIVER-ZVEREVA 46 64 64

PROVIS-SMYLIE 64 46 62

M. Navratilova

		PRIZE MONEY	KRAFT GENERAL FOODS POINTS
Tournament	VIRGINIA SLIMS OF PHILADELPHIA	WINNER 91 000	300
City	PHILADELPHIA	RUNNER-UP 10 500	210
Main Draw Date	11-17 NOVEMBER 1991	3rd-4th 7 000	135
Qualifying Date	—	5th-8th 3 500	70
Prize Money	$ 350 000	9th-16th 1 990	35
Draw	16	17th-32nd	
Surface	SUPREME	33rd-64th	

SEEDED PLAYERS

1 NOVOTNA-SAVCH
2 SHRIVER-ZVER
3 SANCHEZ VICARIO-S
4 FERNAN MJ-GA
5
6
7
8

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Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

KISS 100

presents the $350,000

VIRGINIA SLIMS OF PHILADELPHIA

starring

MONICA SELES
GABRIELA SABATINI
JENNIFER CAPRIATI

AND MANY MORE . . .

NOVEMBER 11–17, 1991
PHILADELPHIA CIVIC CENTER

ASSOCIATE SPONSORS

The Philadelphia Inquirer
Colonial National Bank USA
KYW-TV
Breyers Ice Cream
INFINITI

OFFICIAL SPONSORS

The Rittenhouse Hotel
Michelin Tire Company
Anne Klein II
American Airlines
John Wanamaker
Bailey Banks & Biddle
Yonex Corporation
Ritz Camera
Clairol
Rolex Watch, U.S.A.
Time Magazine
Prudential Property Company
Chestnut Hill Limousine & Coach Company
Michelin Tire Corporation
Eastman Kodak Company
Prudential Securities, Inc.
Enjoy World Travel
Honeybaked Ham
AT&T
IGS Printing
Campbell's Soup
Clearly Canadian Sparkling Mineral Water
RCA

Monday through Thursday sessions
$2 ticket discount for 15 or more.
For Box, Series and Group Tickets:
215/568-4444
1/800-735-5863

____ **FIRST SERVE BOX SEAT PACKAGE**
- Exclusive four-seat table with bar service located on the baseline for all tournament sessions
- Four invitations to the Kickoff Party
- Four passes to the Courtside Club
- *Listing in the Tournament Program*
- One parking pass per session

FEE: $1,200.00

____ **SERIES TICKETS**
- Reserved ticket for all tournament sessions

FEE: $125.00 ($212.00 value)

____ **COURTSIDE BOX SEAT PACKAGE**
- Four-seat box for all tournament sessions
- Four invitations to the Kickoff Party
- Four passes to the Courtside Club
- One parking pass per session
- Listing in the Tournament Program

FEE: $1,000.00

____ **WEEKEND SERIES**
- Reserved ticket for Friday evening, Saturday day and evening, and Sunday day sessions.

FEE: $90.00 ($100.00 value)

Return order form to:
Virginia Slims of Philadelphia
1601 Market Street
8th Floor
Philadelphia, PA 19103

NO REFUNDS/NO EXCHANGES
MAKE CHECK PAYABLE TO:
VIRGINIA SLIMS OF PHILA.

Name _____

Address _____

City _____ State _____ Zip _____

Telephone: Home _____ Work _____

Charge my: ( ) VISA ( ) MASTERCARD

Card # _____ Exp. Date _____

SPECIAL EVENTS

Wednesday, November 13, 5:30 pm
Philadelphia Museum of Art Benefit Cocktail Party and Silent Auction

Thursday, November 14, 7 pm
Club Night
Instructional clinic and drawings for prizes
A tribute to Kathy Jordan presented by Eastman Kodak Company

Friday, November 15
Ladies Day, 12 pm
Anne Klein II and John Wanamaker present an on-court fashion show in between matches. Prizes and fun for all!
Colonial National Bank USA Night 7 pm
Featuring Fast Serve Contest and Player Autograph Night

Saturday, November 16, 7 pm
KISS-100 Night
Featuring the KISS-100 Comedy Club starring Dennis Malloy
Free KISS-100 souvenirs to the first 100 fans

Sunday, November 17, 12:45 pm
Football Widows Day
Ladies, bring your husbands to the tournament—free. While you watch world class tennis, your husbands can cheer the Eagles to victory on our big screen tv located in the Sports Bar!

Daily tickets can be purchased through [illegible] outlets, at the Civic Center box office (Monday through Friday, 10 am-5 pm), by mail with this form, and with a credit card by calling:

215/336-2000
717/693-4100
609/665-250C
302/984-200C

DATE			
November 11 Monday, 10 AM	$10.00		____
November 11 Monday, 7 PM	$15.00		____
November 12 Tuesday, 10 AM	$10.00		____
November 12 Tuesday, 7 PM	$15.00		____
November 13 Wednesday, 10 AM	$10.00		____
November 13 Wednesday, 7 PM	$15.00		____
November 14 Thursday, 10 AM	$10.00		____
November 14 Thursday, 7 PM	$15.00	UPPER TIER	____
November 15 Friday, 12 PM	$12.00		____
November 15 Friday, 7 PM	$20.00	$15.00	____
November 16 Saturday, 1 PM	$25.00	$20.00	____
November 16 Saturday, 7 PM	$25.00	$20.00	____
November 17 Sunday, 12:45 PM	$30.00	$25.00	____
		HANDLING	$2.0
		TOTAL	____

With a purchase of four or more tickets for Monday through Thursday sessions, receive a complimentary Virginia Slims Fanny Pack. Limited quantities available.

All tickets ordered after November 1 will be held at WILL CALL.
MAIL ORDERS PAYABLE BY CHECK ONLY.

Please make check payable to:
Philadelphia Civic Center
34th & Civic Center Boulevard
Philadelphia, PA 19104-4395

NO REFUNDS/NO EXCHANGES

Name _____

Address _____

City _____ State _____ Zip _____

Telephone: Home _____ Work _____

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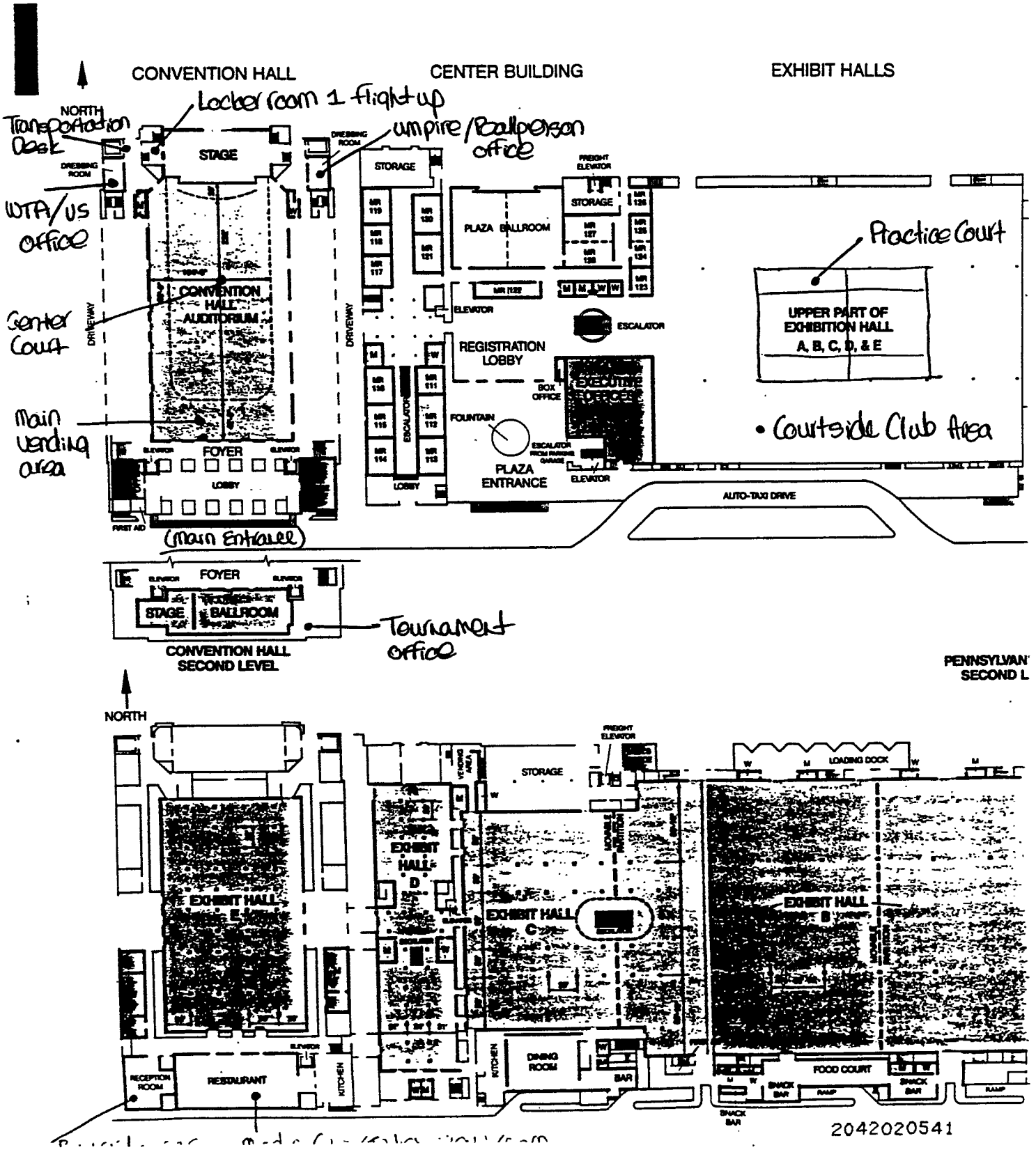
Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000



Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

SCHEDULE OF EVENTS
1991
VIRGINIA SLIMS OF PHILADELPHIA
presented by KISS - 100
November 1, 1991

SUNDAY, NOVEMBER 10

1 - 4 pm
Breyers Pro - Am and luncheon - Levy Tennis Pavilion

5:30 - 7:00 pm
Advanta Kickoff Party - Rittenhouse Hotel

7:30 pm
Player Dinner - Market Street Live

MONDAY, NOVEMBER 11

10 am
First round matches

7 pm
Opening Ceremonies -
color guard ceremony
God Bless America - performed by Quarter Notes

Battle of the Network Sportscasters

Campbell's Night

Enjoy World Travel Night

Michelin Tire "Serve through the Tire" Promotion in between matches

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Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

TUESDAY, NOVEMBER 12

10 am

7 pm
Clearly Canadian Night

Clearly Canadian to sponsor "Hit for Prizes" in between matches.

American Airlines Night

WEDNESDAY, NOVEMBER 13

10 am
First round matches

OFF SITE -- John Feinstein to do book signing at Brentano's - Liberty Place

5:00 pm
Cocktail Party and Silent Auction to benefit the Philadelphia Museum of Art
Informal modeling by Bailey, Banks & Biddle
John Feinstein book signing (HARD COURTS) at Art Museum benefit.

7 pm
Celebrity Return the Serve to begin at 6:50 pm
Bailey, Banks & Biddle Night
Art Museum/Time Magazine Night
KYW - TV Night

On court presentation in between matches - check presentation to Museum of Art by VS of Philadelphia and TIME

Winners of Silent Auction items to be announced in between matches

2042020543

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

THURSDAY, NOVEMBER 14

10 am

7 pm
Good Seasons Club Night
6 pm Register for prizes at VS of P booth
6:15 - 6:30 - Fast Serve contest (men's and women's divisions)
6:30 - 7:00 - Clinic

Rittenhouse Night -
Prudential Night -

Introduction of Tiebreak Tournament winners in between matches on center court

Kodak Night
Eastman Kodak Company tribute to Kathy Jordan immediately preceding matches - to include presentation by Pam Shriver

ADVANTA PARTY IN VIP AREA

KODAK RECEPTION FOR KATHY JORDAN*

FRIDAY, NOVEMBER 15

12 pm
Ladies Day
On-court fashion show sponsored by John Wanamaker and Anne Klein II in between matches
Drawings for prizes
Trunk show by Anne Klein II in Courtside Club immediatley following fashion show

7 pm
COLONIAL NATIONAL BANK NIGHT
Player Autograph Night
Fast Serve contest in between matches
COLONIAL NATIONAL BANK PARTY IN VIP AREA*

Chesapeake Village - player to sign ad in program - Chesapeake Village to provide gift certificate

2042020544

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

SATURDAY, NOVEMBER 16

1 pm

11:00 am Prudential Clinic (30 people) on practice court followed by brunch in VIP area

The Philadelphia Inquirer Day
Philadelphia Inquirer Return the Serve contest in between matches

Infiniti Day
INFINITI PARTY IN VIP AREA
12:00 - PRUDENTIAL BRUNCH IN VIP AREA

7 pm

KISS-100 Night
Free KISS-100 souvenirs to the first 100 spectators
KISS-100 to host a promotion in between matches
KISS to use practice court for Return of Serve contest 6:00 pm

Breyers Night
Breyers Fast Serve contest on practice court at 6:30
Breyers Return the Serve contest to be held at approx. 7 pm
BREYERS PARTY IN VIP AREA

KISS 100 PARTY IN KISS TENT

**INFINITI PARTY **
PHILIP MORRIS SALES FORCE PARTY*

100 programs to VS - Debra Miller

2042020545

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

SUNDAY, NOVEMBER 17

God Bless America to be performed by Quarter Notes

Free admission to the Courtside Club/Eagles game for husbands of ticketholders

PRUDENTIAL BRUNCH FOR 50 GUESTS IN HOSPITALITY AREA

INFINITI BRUNCH IN HOSPITALITY AREA

2042020546

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

INFINITI Division
18701 South Figueroa Street
Carson California 90248 4504
Telephone 213 532 3111
PO Box 47038
Gardena California 90247 7638

I N F I N I T I.

N E W S

For Immediate Release

INFINITI ANNOUNCES "COMMITMENT TO EXCELLENCE AWARD" TO BENEFIT THE WOMEN'S SPORTS FOUNDATION

PHILADELPHIA (November 11) -- When Monica Seles, Gabriela Sabatini, Jennifer Capriati and other world class tennis players take to the court for this week's Virginia Slims of Philadelphia, they'll be vying for more than the tournament championship.

Every serve, volley and backhand will go towards providing girls and women across the United States with an opportunity to fulfill their athletic potential through "The Infiniti Award: A Commitment To Excellence". Infiniti, the luxury car Division of Nissan Motor Corp., in U.S.A., will donate $1,000 in the award winner's name to the Women's Sports Foundation (WSF) Saturday at the Philadelphia Civic Center.

In addition, Infiniti will award a Tiffany Crystal to the player who best exemplifies performance, dedication to the game, sportsmanship, achievement, leadership and community service at each Infiniti-sponsored women's tennis tournament, beginning with this week's Virginia Slims of Philadelphia.

- more -

2042020547

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

"The Women's Sports Foundation has played an integral role in developing the talents of female athletes the last several years," said Ed Sherman, Infiniti's Eastern Region General Manager. "Infiniti is looking forward to helping the WSF continue their efforts."

The Women's Sports Foundation, established in 1974 by tennis great Billie Jean King, is a non-profit educational organization dedicated to promoting and enhancing the sports experience for all girls and women.

In addition to providing guidance and leadership, the WSF also awards training grants to aspiring champions. Previous grant recipients include 1990 World Figure Skating Champion Jill Trenary, 1991 World Figure Skating Champion Kristi Yamaguchi, and disabled Skiing World Champion Diana Golden.

"The Women's Sports Foundation is very happy to have Infiniti on board as a corporate sponsor," said executive director Deborah Anderson of the WSF. "Infiniti's contribution will help the efforts of young people around the country reach their athletic potential."

In addition to its sponsorship of women's tennis, Infiniti also serves as the U.S. Open's official car and sole sponsor of the Men's Singles Championships.

# # #

Contact: Greg Elliott, Infiniti Public Relations 213/719-3127
David Barnas, Bob Thomas & Assoc., 213/376-6978
Kathryn Reith, Women's Sports Foundation 212/972-9170

11/91

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Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Brand

2042020549

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

BRAND WRAP-UP

Guidelines

Procedure:

- Prepared and submitted by the Event Manager to the Group Manager following each event.
- The Group Manager reviews and forwards to Director.
- The Director must approve before it is distributed.

Purpose: A follow up of the marketing plan. Take objectives and describe how they were (or were not) met. Be specific.

Components:

- Name of event.
- Brand.
- Date.
- Location.
- Event overview.
- Retail involvement/Account specific tie-in
  - Promotion(s)
  - Was it delivered on time?
  - Success (why/why not)
  - Field contact
- Attendance and demographics.
  - Attendance figures.
  - Tie back to marketing plan objective.
  - What were the demographics?
  - Was the attendance the demographic profile the event was trying to reach?
  - Percentage of smokers.
  - How was the event for PR value? Number of impressions?
- How many packs sold at the event, if applicable.
- Merchandise sales, if applicable.
- Name generation.
- Competitive activities.
- Checklist of signage.
- Corporate Affairs involvement. Who attended?
- Trade Relations involvement. Number of customers?
- Outside agency involvement.
  - Responsibilities.
  - Performance.
- Final budget for this event.
- Recommendation for changes/improvements.

Distribution:

- Group Manager
- Director
- Event Staff (after Director approval)
- Brand (after Director approval)

2042020550

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

PHILIP MORRIS
ANALYSIS FORMAT

OVERVIEW

A paragraph that tells the reader the purpose of the document. It should include a topic overview and your point of view (generally the overall conclusion) on the subject.

This opening section serves as an executive summary and provides perspective on the memo that follows.

BACKGROUND

Perspective on the subject with emphasis on historical aspects. What does the reader need to know to understand the analysis that follows?

CONCLUSIONS

Your interpretation of the facts. What are the implications of the data? List conclusions in bullet point form, in order of importance.

FINDINGS

The facts that support your conclusions. This is your rationale for the conclusions you have made. Try to include only those data necessary to make your point. Organize your data with appropriate subheadings.

INDICATED ACTION

What is being done or should be done given your interpretation of the data. (Be careful -- if this is a recommended course of action, then use the proposal format for your memo.)

SUPPORTING DATA

Attached exhibits relevant to the subject. Generally, these are the finding in more detail. The reader may want to review these, but should not have to refer to this section to understand and concur with your analysis.

2042020551

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

2042020552

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Status Reports

Procedures

- Weekly
  - Prepared by Program Managers and submitted to Group Managers.
  - Group Manager reviews and sends to Director.
- Management Highlights
  - Prepared by Director for Senior Management as needed.

2042020553

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

PHILIP MORRIS USA
INTER-OFFICE CORRESPONDENCE
120 PARK AVENUE, NEW YORK, NY 10017-5592

TO: Ina Broeman
Edna Moore
Steve Sampson

DATE: December 31, 1992

FROM: Deane Gross

SUBJECT: Status 12/21-12/31

Virginia Slims Shopping Fling

- Negotiated with KWI for fee reduction of @$3000 from final invoice.
- Spoke to Ken Nisch (JGA) to explain why we cut his fee. Sent letter and check. He took it well and has not responded yet as to whether or not he accepts it.
- Per my e-mail last week, Joan Zimmerman doesn't agree with our opinion on advertising dollars. Will have to discuss when Laura Campbell returns next week.
- WDS (warehouse) negotiations are on hold pending Frank Stuart's return from vacation.

Southern Women's Shows

- Meeting on Tuesday, January 5 with Carl to present ideas.
- Forwarded files to Nancy.

Merit Bowling

- Despite repeated reminders, we haven't received anything from Bob Ferrin re: incremental pack sales.
- Forwarded files to Vicki.

Van/SWAT

- Met with Andy to get up to speed. Will prepare recommendation on how I see responsibilities should be divided.
- Met twice with PowerForce to hammer out details of contract and training.
- Finance in those meetings as well to ensure acceptable terms.
- Contacted Corporate Affairs to include training info for dealing with the public regarding tobacco issues. Also want to have 800 number available for consumers to call.
- Will need to travel to Raleigh and West Pam Beach January 14-15 to observe SWAT team and visit "mega-volume" outlets to gain understanding of retail environment.

Miscellaneous

- Sent Claire's contract onto Steve for comments. Will initiate new contract pending comments.
- *Happy New Year!!!*

2042020554

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

PHILIP MORRIS
STATUS REPORT FORMAT

OVERVIEW

A one-page summary of key projects that require management attention. Start with the project title, then give a one-paragraph description of the project and issues that require attention. Include a clear statement of action required and next steps.

Example:

MARLBORO INDIANAPOLIS 500 POSTERS

Posters are to be given out as sweepstake prizes at Indy 500. Design requires Larry Wexler's approval by 9/15. Next steps: following approval 1000 posters will be printed and distributed.

* * * * * * * * *

Balance of status report is a listing of projects organized by category. Each project should include:

- Title
- Brief description
- Status
- Next steps with key dates and responsible parties

Example attached.

2042020555

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

MARLBORO "BLITZ MARKET" TEST

Program designed to increase Marlboro share of mind with high visibility events. Includes retail promotions, sampling and bar nights.

STATUS: Test program scheduled for Syracuse during September. All Materials have been stored in Syracuse warehouse.

NEXT STEPS: Sales meeting week of June 20 to be organized and run by Gregory Smith.

2042020556

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Performance
Appraisal

2042020557

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

PM USA
MANAGEMENT COMPETENCY MODEL

BUSINESS INTEGRATION (BI)

Demonstrates an awareness of the company's business and the environment in which we operate.

1. Understands business plans and objectives.
2. Stays abreast of emerging trends and external forces affecting the business.
3. Integrates department plans with company objectives.
4. Defines and articulates department roles and responsibilities in relationship to the larger organization.
5. Determines and communicates work priorities to staff, customers, and management.
6. Maintains focus on critical departmental goals.

COMMUNICATION (C)

Communicates clearly, articulately and impactfully.

1. Expresses ideas and gives direction to others clearly and succinctly.
2. Delivers effective presentations.
3. Persuades and sells concepts, programs and positions.
4. Responds convincingly to the objections of others.
5. Adjusts communication style to situation and audience.
6. Writes in an understandable, concise, and grammatically correct style.
7. Effectively summarizes complex information.
8. Actively listens.

INITIATIVE (I)

Proactively works to improve the organization.

1. Challenges the system; does not accept the status quo.
2. Pursues and takes action on opportunities for improvement.
3. Offers innovative ideas.
4. Takes sensible risks.
5. Overcomes bureaucratic obstacles.

INTERPERSONAL ABILITY (IA)

Builds and maintains constructive relationships throughout the organization.

1. Interacts with others in an open, honest and non-threatening manner.
2. Uses tact and remains objective.
3. Works with others in constructive partnerships to achieve team goals.
4. Reads and responds to verbal and non-verbal cues.
5. Demonstrates sensitivity to the needs of others.

MANAGEMENT ACCOUNTABILITY (MA)

Demonstrates personal responsibility and accountability for decisions and business outcomes.

1. Accepts responsibility for one's actions.
2. Demonstrates a sense of ownership for the goals and actions of the entire organization.
3. Supports decisions of management.
4. Makes prompt decisions within the scope of authority; does not push decisions to higher levels unnecessarily.
5. Promotes accountability in others.
6. Demonstrates fiduciary responsibility.

2042020558

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

ORGANIZATIONAL ASTUTENESS (OA)

Astutely uses knowledge of departmental and personal relationships to further business objectives

1. Capitalizes on a network of positive working relationships.
2. Gathers and assimilates other's perspectives, agendas and ideas.
3. Uses knowledge of who has influence in the organization based on position, vested interest and connections to further objectives.
4. Supports the organization vertically by judiciously providing timely information.
5. Demonstrates an organizational perspective; uses knowledge of how different departments and levels interrelate to achieve objectives.
6. Negotiates when necessary to achieve objectives (win-win).

PERFORMANCE MANAGEMENT (PM)

Develops and maintains a high performance work team.

1. Establishes clear expectations and deadlines.
2. Explains the purpose and rationale of assignments; shares relevant information.
3. Solicits input; acknowledges and credits the contributions of others.
4. Empowers subordinates by providing them authority and resources.
5. Follows up and provides specific and timely feedback.
6. Assesses and develops subordinates; uses creative methods to improve employee performance.
7. Tactfully and objectively confronts unacceptable performance.

RESOURCEFULNESS (R)

Develops creative, unique and optimal solutions that maximize organizational performance.

1. Demonstrates a short learning curve; quickly assimilates and recalls large quantities of varied information.
2. Detects the important trends, problems and opportunities from complex information.
3. Identifies and weighs alternatives.
4. Asks incisive questions to help solve business problems.
5. Displays ingenuity to solve business problems when established practices are inadequate or not optimal.
6. Exercises sound judgment.

WORK ORIENTATION (WO)

Models company commitment, enthusiasm, versatility and high work standards.

1. Makes personal sacrifices for the company's benefit.
2. Consistently exerts a high level of effort.
3. Demonstrates persistence and tenacity in pursuit of objectives.
4. Embraces change and demonstrates flexibility; supports new alternatives and solutions.
5. Challenges oneself; pursues continuous learning.
6. Adapts to high pressure and uncertain situations.

2042020559

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Rev: 8/19/92

PM USA
ADMINISTRATIVE COMPETENCY MODEL

ACCOUNTABILITY (A)
Demonstrates personal responsibility for decisions, actions, and work outcomes.

1. Accepts responsibility for one's actions.
2. Makes prompt decisions within the scope of job; does not push decisions to higher levels unnecessarily.
3. Follows through; ensures assignments are completed.
4. Ensures that work performed and information provided is timely and accurate.
5. Handles confidential materials/information appropriately.
6. Prudently utilizes Company's resources.

COMMUNICATION (C)
Communicates clearly, articulately, and impactfully.

1. Expresses oneself clearly and succinctly.
2. Adjusts communication style to situation and audience.
3. Writes in an understandable, concise, and grammatically correct style.
4. Proofs and edits written communications.
5. Actively listens.

INITIATIVE (I)
Proactively works to improve effectiveness.

1. Questions established practices and management appropriately.
2. Pursues and takes action on opportunities for improvement.
3. Proactively offers opinions and innovative ideas.
4. Takes on responsibility and completes assignments without direction or supervision.
5. Shares knowledge, information, and expertise with others.
6. Overcomes bureaucratic obstacles.

INTERPERSONAL ABILITY (IA)
Collaborates effectively with others.

1. Interacts with others in a courteous and helpful manner.
2. Uses tact.
3. Remains objective.
4. Works with others constructively to achieve goals.
5. Reads and responds to verbal and non-verbal cues.
6. Supports and participates in creating a team environment.
7. Builds and maintains constructive working relationships.
8. Demonstrates sensitivity to the needs, individuality, and diversity of others.

2042020560

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

ORGANIZATIONAL ASTUTENESS (OA)

Constructively leverages departmental and personal relationships to enhance effectiveness.

1. Capitalizes on a network of positive working relationships.
2. Uses knowledge of who has information, answers, and influence in the organization to accomplish tasks.
3. Uses knowledge of the roles and functions of different departments and how they interrelate.

PLANNING and ORGANIZING (PO)

Plans, organizes, and prioritizes.

1. Plans work activities.
2. Prioritizes work activities.
3. Develops contingency plans to ensure task completion.
4. Maintains work materials in an organized, easily retrievable fashion.
5. Manages work requests from multiple sources.
6. Develops and uses work processes which ensure efficient work flow and task completion.
7. Manages time effectively.

RESOURCEFULNESS (R)

Analyzes problems and develops optimal solutions that maximize performance.

1. Demonstrates a short learning curve; quickly comprehends and recalls information.
2. Analyzes and interprets information thoroughly and accurately.
3. Gathers necessary information to complete assignments.
4. Identifies resources and alternatives.
5. Develops creative solutions to work problems.
6. Exercises sound judgment.

WORK ORIENTATION (WO)

Models Company commitment, enthusiasm, versatility and high work standards.

1. Willingly makes personal sacrifices for the Company when needed.
2. Consistently exerts a high level of effort.
3. Demonstrates persistence and tenacity in pursuit of objectives.
4. Embraces change and demonstrates flexibility.
5. Supports new alternatives and solutions.
6. Challenges oneself; pursues continuous learning.
7. Adapts to high pressure and uncertain situations.
8. Maintains a positive and professional approach towards work and the organization.

2042020561

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Rev: 8/19/92

PM USA

PROFESSIONAL COMPETENCY MODEL

ACCOUNTABILITY (A)

Demonstrates personal responsibility for decisions, actions, and work outcomes.

1. Accepts responsibility for one's actions.
2. Demonstrates ownership for the goals and actions of the work group.
3. Supports decisions of management.
4. Makes prompt decisions within the scope of authority; does not push decisions to higher levels unnecessarily.
5. Supports the efforts of others throughout the organization; does not undermine.
6. Follows through on work commitments.
7. Prudently utilizes Company resources.

BUSINESS INTEGRATION (BI)

Demonstrates an awareness of the Company's business and the environment in which we operate.

1. Understands business plans and objectives.
2. Stays abreast of factors, trends, and forces that affect the business unit.
3. Integrates work plans with business unit objectives.
4. Understands the roles and functions of different departments and how they interrelate to achieve business objectives.
5. Maintains focus on critical assignments, objectives and goals.

COMMUNICATION (C)

Communicates clearly, articulately, and impactfully.

1. Expresses ideas clearly and succinctly.
2. Delivers effective presentations.
3. Persuades and sells concepts, programs, and positions.
4. Responds convincingly to the objections of others.
5. Adjusts communication style to situation and audience.
6. Writes in an understandable, concise, and grammatically correct style.
7. Effectively summarizes complex information.
8. Actively listens.

INITIATIVE (I)

Proactively works to improve departmental/organizational effectiveness.

1. Challenges management and the system appropriately; does not accept the status quo.
2. Pursues and takes action on opportunities for improvement.
3. Proactively offers opinions and innovative ideas.
4. Takes risks appropriately.
5. Shares knowledge and expertise with others.
6. Overcomes bureaucratic obstacles.

2042020562

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

INTERPERSONAL ABILITY (IA)

Collaborates effectively with others.

1. Interacts with others in an open, honest, and non-threatening manner.
2. Uses tact.
3. Remains objective.
4. Works with others constructively to achieve team goals.
5. Reads and responds to verbal and non-verbal cues.
6. Gives and accepts constructive feedback.
7. Builds and maintains positive working relationships.
8. Constructively confronts and resolves conflict situations.
9. Demonstrates sensitivity to the needs, individuality, and diversity of others.

ORGANIZATIONAL ASTUTENESS (OA)

Constructively leverages departmental and personal relationships to further business objectives.

1. Capitalizes on a network of positive working relationships.
2. Conveys relevant information to the necessary people on a timely basis.
3. Compromises when necessary to achieve win-win objectives.

PLANNING and ORGANIZING (PO)

Plans, organizes, and prioritizes.

1. Plans work activities to meet objectives.
2. Prioritizes work activities.
3. Develops contingency plans.
4. Maintains work materials in an organized, easily retrievable fashion.
5. Manages time effectively.

RESOURCEFULNESS (R)

Analyzes problems and develops optimal and creative solutions that maximize performance.

1. Demonstrates a short learning curve; quickly assimilates and recalls large quantities of varied information.
2. Accurately analyzes and interprets information from varied sources.
3. Detects important trends.
4. Anticipates problems and opportunities.
5. Accurately determines the root cause of problems.
6. Identifies resources and alternatives.
7. Develops creative solutions to business problems when established practices are inadequate or not optimal.
8. Anticipates and evaluates the consequences of decisions.
9. Exercises sound judgment.

WORK ORIENTATION (WO)

Models Company commitment, enthusiasm, versatility, and high work standards.

1. Willingly makes personal sacrifices for the Company when needed.
2. Consistently exerts a high level of effort.
3. Demonstrates persistence and tenacity in pursuit of objectives.
4. Embraces change and demonstrates flexibility.
5. Supports new alternatives and solutions.
6. Challenges oneself; pursues continuous learning.
7. Adapts to high pressure and uncertain situations.
8. Maintains a positive and professional approach towards work and the organization.

20420205 63

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Rev: 11/6/92

PM USA

SUPERVISOR COMPETENCY MODEL

BUSINESS INTEGRATION (BI)

Demonstrates an awareness of the Company's business and the environment in which we operate.

1. Understands business plans and objectives.
2. Stays abreast of factors, trends, and forces that affect the business unit.
3. Integrates work group plans with business unit objectives.
4. Understands the roles and functions of different departments and how they interrelate to achieve business objectives.
5. Maintains focus on critical assignments, objectives and goals.

COMMUNICATION (C)

Communicates clearly, articulately, and impactfully.

1. Expresses ideas and gives direction to others clearly and succinctly.
2. Delivers effective presentations.
3. Persuades and sells concepts, programs, and positions.
4. Responds convincingly to the objections of others.
5. Adjusts communication style to situation and audience.
6. Writes in an understandable, concise, and grammatically correct style.
7. Actively listens.

INITIATIVE (I)

Proactively works to improve the organization.

1. Challenges management and the system appropriately; does not accept the status quo.
2. Pursues and takes action on opportunities for improvement.
3. Proactively offers opinions and innovative ideas.
4. Takes risks appropriately.
5. Overcomes bureaucratic obstacles.

INTERPERSONAL ABILITY (IA)

Collaborates effectively with others.

1. Interacts with others in an open, honest, and non-threatening manner.
2. Uses tact.
3. Remains objective.
4. Works with others constructively to achieve team goals.
5. Reads and responds to verbal and non-verbal cues.
6. Builds and maintains positive working relationships.
7. Constructively confronts and resolves conflict situations.
8. Demonstrates sensitivity to the needs, individuality, and diversity of others.

MANAGEMENT ACCOUNTABILITY (MA)

Demonstrates personal responsibility and accountability for decisions, actions, and business outcomes.

1. Accepts responsibility for one's actions.
2. Demonstrates ownership for the goals and actions of the business unit.
3. Supports decisions of management.
4. Makes prompt decisions within the scope of authority; does not push decisions to higher levels unnecessarily.
5. Supports the efforts of others throughout the organization; does not undermine.
6. Follows through on work commitments.
7. Maintains appropriate employee and Company confidentiality.
8. Prudently manages and utilizes Company resources.

2042020564

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

ORGANIZATIONAL ASTUTENESS (OA)

Constructively leverages departmental and personal relationships to further business objectives.

1. Capitalizes on a network of positive working relationships.
2. Conveys relevant information to the necessary people on a timely basis.
3. Compromises when necessary to achieve win-win objectives.

PERFORMANCE MANAGEMENT (PM)

Develops and maintains a high performance work team.

1. Establishes clear expectations and deadlines.
2. Explains the purpose and rationale of assignments; shares all available information.
3. Solicits input from subordinates and/or team members.
4. Acknowledges and credits the contributions of others.
5. Empowers subordinates by providing them with authority and resources.
6. Monitors and evaluates employee performance.
7. Provides specific and timely feedback.
8. Trains and develops employees.
9. Promotes and supports employee self-development.
10. Matches tasks and responsibilities to employee capabilities; fully utilizes employees.
11. Demonstrates knowledge of employees' day-to-day job activities and challenges.
12. Tactfully and objectively confronts unacceptable performance.

PLANNING AND ORGANIZING (PO)

Plans, organizes, and prioritizes work activities of self and subordinates to achieve business unit objectives.

1. Sets objectives for self and work group to support business unit goals.
2. Plans work activities for self and work group to meet objectives.
3. Prioritizes work activities for self and work group.
4. Develops contingency plans.
5. Manages time effectively.

RESOURCEFULNESS (R)

Analyzes problems and develops optimal and creative solutions that maximize performance.

1. Demonstrates a short learning curve; quickly assimilates and recalls large quantities of varied information.
2. Accurately analyzes and interprets information from varied sources.
3. Detects important trends.
4. Anticipates problems and opportunities.
5. Accurately determines the root cause of problems.
6. Identifies resources and alternatives.
7. Develops creative solutions to business problems when established practices are inadequate or not optimal.
8. Anticipates and evaluates the consequences of decisions.
9. Exercises sound judgment.

WORK ORIENTATION (WO)

Models Company commitment, enthusiasm, versatility, and high work standards.

1. Willingly makes personal sacrifices for the Company when needed.
2. Consistently exerts a high level of effort.
3. Demonstrates persistence and tenacity in pursuit of objectives.
4. Embraces change and demonstrates flexibility.
5. Supports new alternatives and solutions.
6. Challenges oneself; pursues continuous learning.
7. Adapts to high pressure and uncertain situations.
8. Maintains a positive and professional approach towards work and the organization.

2042020565

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

PM USA's evolving Performance Management Process

For the 1992-3 performance review, please incorporate continuous improvement and critical working relationships into your assessment of results achieved.

Employees in Grade 12 and above were educated on the management competencies during third and fourth quarters 1992. For these employees, please use the following questions and outline to give feedback about their competency development in the review. Consider all these factors in creating the developmental portion of the review

Name

Month/year

MANAGEMENT COMPETENCIES

Please discuss at least two competencies which contribute most to the positive results achieved

Please discuss at least two competencies where further development would contribute most to employee's effectiveness

2042020566

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Management Competencies

Please indicate below the level of development demonstrated by the individual.

	Highly Developed	Moderately Developed	Under Developed
Business Integration (BI)			
Communication (C)			
Initiative (I)			
Interpersonal Ability (IA)			
Management Accountability (MA)			
Organizational Astuteness (OA)			
Performance Management (PM)			
Resourcefulness (R)			
Work Orientation (WO)			

For questions about the Performance Management Process, please call:

Michael Fitzgibbon	x - 3088
Helen Halewski	x - 2916
Rosalie Lober	x - 2283

2042020567

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

PERFORMANCE RATING DEFINITIONS

5 PERFORMANCE CONSISTENTLY SUPERIOR IN ALL CATEGORIES. This rating typically recognizes outstanding, consistent, across-the-board results, efforts and performance by an employee in all 5 of the critical categories of success.

4 PERFORMANCE IS CLEARLY COMMENDABLE IN ALL CATEGORIES. This rating typically recognizes contributors whose overall performance exceeds the norm most of the time in most categories, whose performance is above position requirements.

3 PERFORMANCE MEETS BUSINESS REQUIREMENTS. Performance makes a solid contribution: expected business results are achieved; the individual demonstrates solid performance against specified competencies and has expected skills in technical, working relationships and continuous improvement areas.

2 PERFORMANCE MEETS MOST POSITION REQUIREMENTS BUT NOT ALL. This rating recognizes an employee who has difficulty delivering expected results or whose performance in some categories is not up to expectations.

1 PERFORMANCE UNACCEPTABLE. Immediate and sustained improvement in most categories is required or termination will result.

2042020568

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

1993 COMMON REVIEW DATE ADMINISTRATION

Promotions and Lateral Moves

- When an employee is promoted or makes a lateral move, they receive a pro-rated merit increase for the time since the last increase.
- Next review date will be the common review date and the merit increase will be prorated for the number of months since the promotion.

New Hire

An employee new to Philip Morris will receive a prorated merit increase in March if it has been at least six months since they were hired.

"Catch Up" Dates

For instances of employees hired or promoted just prior to the common review date, you may designate the employee "too new to rate". For example, if your employee was promoted in January and the common review date is March, you can assess the employee as "too new to rate" and the next review opportunity will be six months from the common review date (September).

Leave of Absence

Employees are allowed a period of up to three months for an authorized leave of absence without affecting the next review cycle. Increases will be granted either on March 1 common review date if the LOA occurs at another time or the first of the month following the return date if March 1 falls during the LOA.

The prorated increase will be calculated as follows:

LENGTH OF LEAVE CRD DOES NOT FALL DURING LEAVE	IMPACT ON MERIT INCREASE
≤ 3 months	12/12 on CRD NRD: 12/12 on CRD
> 3 months but ≤ 4 months	11/12 on CRD NRD: 12/12 on CRD
> 4 months but ≤ 5 months	10/12 on CRD NRD: 12/12 on CRD

2042020569

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

LENGTH OF LEAVE CRD FALLS DURING LEAVE	IMPACT ON MERIT INCREASE
≤ 3 months	12/12 upon return NRD: 12/12 on CRD
> 3 months but ≤ 4 months	11/12 upon return NRD: 12/12 on CRD

2042020570

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

PHILIP MORRIS U.S.A. INTER-OFFICE CORRESPONDENCE

120 PARK AVENUE, NEW YORK, N.Y. 10017-5592

CONFIDENTIAL

TO: Big Cheese DATE: November 6, 1991

FROM: Paula Stone

SUBJECT: January Salary Action - John H. Doe

Attached for your use is the Performance Appraisal and Salary Review Notice necessary to process an increase for your employee.

The New York Office is now using the attached reformatted Salary Review Notice to process salary increases. Sample completed forms are attached for use as guides. Please call if you have any questions in interpreting history information or in completing the form.

Please follow these steps when completing the paperwork:

- o Without communicating your proposed rating to the employee, complete the Performance Appraisal form.
- o If this rating is consistent with the projection used for merit budget planning, consult your merit budget sheets for the recommended increase amount.
- o If either your proposed rating or recommended increase amount differs from the merit budget, please call me. In such cases, the impact of the change(s) will need to be reviewed.
- o Once a performance rating and recommended increase amount have been determined, please complete and obtain all appropriate signatures on both forms and return them to Angela Parler, 120/13.
- o When the performance appraisal and a confirmation of the increase amount are returned to you, communicate both to the employee.

In order to insure timely processing, the approved and signed paperwork must be returned to me by December 14, 1991.

Thank you for your cooperation.

PS/amp
Attachments
cc: Head Honcho

2042020571

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

PHILIP MORRIS

NON-EXEMPT
PERFORMANCE APPRAISAL

STRICTLY CONFIDENTIAL

Name of Employee: _____	**Date of Entry to Position:** _____
Position Title: _____	**Date of Last Review:** _____
Department: _____	**From:** _____ **To:** _____
	Period Covered by This Appraisal
Operating Company: _____	
Location: _____	**Date:** _____

2042020572

FORM #1893
PM MGMT. REV. 11/91
COMP A50/(5)

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

GENERAL INSTRUCTIONS

Please use this form to review and rate the employee's performance for the appraisal period indicated. Sections I and III should be completed for all employees. Please complete the appropriate part(s) of Section II depending on the position under review.

SECTION I: WORK REQUIREMENTS

For each element below, indicate the level that best describes the related performance. Ratings should be explained and examples cited.

5	4	3	2	1			Explanation and Examples
☐	☐	☐	☐	☐	A.	Quality of work: accuracy and thoroughness.	
☐	☐	☐	☐	☐	B.	Quantity of work: volume of work produced.	
☐	☐	☐	☐	☐	C.	Meeting deadlines.	
☐	☐	☐	☐	☐	D.	Implementing instructions efficiently and effectively.	
☐	☐	☐	☐	☐	E.	Decision making: use of proper judgement.	
☐	☐	☐	☐	☐	F.	Interpersonal relations: maintains positive working relationships with others.	
☐	☐	☐	☐	☐	G.	Assuming additional duties/ assisting others.	

SECTION II: ADDITIONAL PERFORMANCE RESPONSIBILITIES

Please complete part A, B or both, depending upon which is most appropriate for the position under review.

A. For the elements listed below, please indicate the level that best describes the related performance. Check "Not Applicable" for any item not required for the position under review. Ratings should be explained as in Section I.

5	4	3	2	1	NA			Explanation and Examples
☐	☐	☐	☐	☐	☐	1.	Attendance.	# of days absent (incl. excused days) _____ # of incidents _____
☐	☐	☐	☐	☐	☐	2.	Punctuality.	# of days late _____
☐	☐	☐	☐	☐	☐	3.	Availability at work station and readiness for work.	
☐	☐	☐	☐	☐	☐	4.	Effective use of telephone.	
☐	☐	☐	☐	☐	☐	5.	Receiving and relaying messages, instructions and information effectively.	
☐	☐	☐	☐	☐	☐	6.	Word Processing/Typing.	
☐	☐	☐	☐	☐	☐	7.	Stenography.	
☐	☐	☐	☐	☐	☐	8.	Mathematical Ability.	
☐	☐	☐	☐	☐	☐	9.	Writing Ability.	
☐	☐	☐	☐	☐	☐	10.	Data Processing Skills.	
☐	☐	☐	☐	☐	☐	11.	Other (specify).	

2042020573

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

B. Use this section to rate the employee against responsibilities or objectives not covered in the previous sections. Please list the most important responsibilities or objectives of the position in order of priority, describe the accomplishments, and evaluate how effectively the individual has performed. Use a separate sheet of paper or copy of this page to list and rate performance when more than two key responsibilities/objectives exist.

5 4 3 2 1

☐ ☐ ☐ ☐ ☐ 1. Responsibility/Objective: _____

Accomplishments: _____

_____

_____

☐ ☐ ☐ ☐ ☐ 2. Responsibility/Objective _____

Accomplishments: _____

_____

_____

SECTION III: SUMMARY OF JOB PERFORMANCE

A. Please indicate any notable contribution which the employee has made to the department or division.

_____

_____

B. Indicate improvements required of the employee to enhance performance in the current position.

_____

_____

C. Indicate action plans, work assignments or special training needed to assist the employee in preparing for future assignments.

_____

_____

SECTION IV: OVERALL PERFORMANCE APPRAISAL RATING

Select the Performance Rating which most accurately reflects the information given in the previous sections.

	Rating	
Significantly Exceeds Position Standards	5	☐
Occasionally Exceeds Position Standards	4	☐
Meets Position Standards	3	☐
Needs Improvement to Meet Position Standards	2	☐
Fails to Meet Position Standards	1	☐

2042020574

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

SECTION V: SIGNATURES

Appraised By: _____ Date: _____

Approved By: _____ Date: _____

FOR EMPLOYEE BEING APPRAISED

I have read this performance appraisal and reviewed it with my supervisor(s).

Signature of Employee: _____ Date: _____

Employee Comments (if desired): _____

_____

_____

_____

_____

PERFORMANCE RATING DEFINITIONS

	Rating
SIGNIFICANTLY EXCEEDS POSITION STANDARDS (Reserved for a select group of *exceptional* performers)	5
OCCASIONALLY EXCEEDS POSITION STANDARDS (Designates those employees who *always meet* and, at times, *perform above* position requirements)	4
MEETS POSITION STANDARDS (Designates employees who perform *quality* work, *meeting all* position requirements)	3
MEETS MOST POSITION STANDARDS (Designates employees who meet *most* position requirements but need improvement in some areas)	2
FAILS TO MEET POSITION STANDARDS (Designates employees who *do not meet* position requirements)	1

204202057S

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

PHILIP MORRIS

EXEMPT PERFORMANCE APPRAISAL AND DEVELOPMENT PLAN

STRICTLY CONFIDENTIAL

Name of E	____
Position Ti	____
Departmer	____
Operating	
Location: _	_____

2042020576

FORM #1684
PM MGMT. REV. 11/91
COMP A50/(5)

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

SECTION I: PERFORMANCE RESPONSIBILITIES

Appraising an individual's performance involves evaluating how well the individual carried out his/her responsibilities as stated in the position description or against formally stated and agreed to objectives. Please list, in order of priority, the most important responsibilities or objectives of the position, describe the accomplishments, and evaluate how effectively the individual has performed. You may use a sheet of paper or copy of this page to list and rate performance when more than four responsibilities/objectives exist. Please refer to your "Manager's Guide to Performance Appraisal and Development Plan" for guidance.

5 4 3 2 1

☐ ☐ ☐ ☐ ☐ A. **Responsibility/Objective:** _____

_____

Accomplishments: _____

_____

_____

☐ ☐ ☐ ☐ ☐ B. **Responsibility/Objective:** _____

_____

Accomplishments: _____

_____

_____

☐ ☐ ☐ ☐ ☐ C. **Responsibility/Objective:** _____

_____

Accomplishments: _____

_____

_____

☐ ☐ ☐ ☐ ☐ D. **Responsibility/Objective:** _____

_____

Accomplishments: _____

_____

_____

SECTION II: AFFIRMATIVE ACTION OBJECTIVES

To be completed for those employees with management responsibility for hiring, training, developing and promoting subordinates.

5 4 3 2 1

☐ ☐ ☐ ☐ ☐ A. Considering the opportunities for placements resulting from hires, promotions and transfers, is it possible to evaluate this employee in terms of minority and female placements?

If yes, please identify and comment upon achievements.
If no, please explain why not possible.

_____

_____

_____

2042020577

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

5 4 3 2 1

☐ ☐ ☐ ☐ ☐ **B.** Is it possible to evaluate this employee in terms of affirmative action activity affecting his/her subordinates, such as special work assignments or developmental training, and/or participation in external educational programs?

If yes, please identify and comment upon achievements.
If no, please explain why not possible.

_____

_____

_____

Select the Performance Rating which most accurately reflects the information given in Sections I and II. Consideration should be given to meeting performance responsibilities and objectives, as well as to meeting department and company Affirmative Action goals for the position. Please refer to your "Manager's Guide to Performance Appraisal and Development Plan" for guidance.

	Rating	
Significantly Exceeds Position Standards	5	☐
Occasionally Exceeds Position Standards	4	☐
Meets Position Standards	3	☐
Needs Improvement to Meet Position Standards	2	☐
Fails to Meet Position Standards	1	☐

SECTION IV: DEVELOPMENT PLAN

Indicate key action plans, work assignments, or specific training and/or development which have been discussed and agreed upon as needed to assist this individual in meeting his or her position responsibilities, as well as to prepare for future assignments. These plans should be completed prior to the next performance appraisal. Please refer to your "Manager's Guide to Performance Appraisal and Development Plan" for guidance.

A. Development Need and Plan: _____

_____

_____

B. Development Need and Plan: _____

_____

_____

C. Development Need and Plan: _____

_____

_____

204202578

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

SECTION V: SIGNATURES

Appraised by: _____ Date: _____

Approved by: _____ Date: _____

FOR EMPLOYEE BEING APPRAISED

I have read this performance appraisal and reviewed it with my supervisor(s).

Signature of Employee: _____ Date: _____

Employee Comments (if desired): _____

_____

_____

_____

_____

PERFORMANCE RATING DEFINITIONS

	Rating
SIGNIFICANTLY EXCEEDS POSITION STANDARDS (Reserved for a select group of *exceptional* performers)	5
OCCASIONALLY EXCEEDS POSITION STANDARDS (Designates those employees who *always meet* and, at times, *perform above* position requirements)	4
MEETS POSITION STANDARDS (Designates employees who perform *quality* work, *meeting all* position requirements)	3
MEETS MOST POSITION STANDARDS (Designates employees who meet *most* position requirements but need improvement in some areas)	2
FAILS TO MEET POSITION STANDARDS (Designates employees who *do not meet* position requirements)	1

2042020579

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

PHILIP MORRIS

EXEMPT PERFORMANCE APPRAISAL AND DEVELOPMENT PLAN

STRICTLY CONFIDENTIAL

Name of Employee: John H. Doe	Date of Entry to Position:
Position Title: Systems Analyst	Date of Last Review: 1/01/91
Department: IS Systems Design & Dev	From: 1/01/91 To: 1/01/92
	Period Covered by This Appraisal
Operating Company: PM USA	
Location: New York Office	Date:

2042020580

FORM #1684
PM MGMT. REV 7/90
COMP A50/(5)

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

SECTION I: PERFORMANCE RESPONSIBILITIES

Appraising an individual's performance involves evaluating how well the individual carried out his/her responsibilities as stated in the position description or against formally stated and agreed to objectives. Please list, in order of priority, the most important responsibilities or objectives of the position, describe the accomplishments, and evaluate how effectively the individual has performed. You may use a sheet of paper or copy of this page to list and rate performance when more than four responsibilities/objectives exist. Please refer to your "Manager's Guide to Performance Appraisal and Development Plan" for guidance.

5 4 3 2 1

☐ ☐ ☐ ☐ ☐ **A. Responsibility/Objective:** _____

_____

Accomplishments: _____

_____

_____

☐ ☐ ☐ ☐ ☐ **B. Responsibility/Objective:** _____

_____

Accomplishments: _____

_____

_____

☐ ☐ ☐ ☐ ☐ **C. Responsibility/Objective:** _____

_____

Accomplishments: _____

_____

_____

☐ ☐ ☐ ☐ ☐ **D. Responsibility/Objective:** _____

_____

Accomplishments: _____

_____

_____

SECTION II: AFFIRMATIVE ACTION OBJECTIVES

To be completed for those employees with management responsibility for hiring, training, developing and promoting subordinates.

5 4 3 2 1

☐ ☐ ☐ ☐ ☐ **A.** Considering the opportunities for placements resulting from hires, promotions and transfers, is it possible to evaluate this employee in terms of minority and female placements?

If yes, please identify and comment upon achievements.
If no, please explain why not possible.

_____

_____

_____

2042020581

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

JOHN H. DOE
SYSTEMS ANALYST

PHILIP MORRIS
EXEMPT PERFORMANCE APPRAISAL AND DEVELOPMENT PLAN

SECTION I: PERFORMANCE RESPONSIBILITIES

A. John is responsible for the Human Resources area in general, and the project to upgrade their processor. John has developed a working relationship with a demanding user, while balancing the user's business needs with Information Services requirements. The processor upgrade project involved evaluation of hardware alternatives, both for Computer Technology and an outside software vendor. John performed well in establishing the technical constraints while communicating these issues to the users.

RATING:

- Meets position standards

B. John carried this project from its initial concept thru installation and user acceptance. He worked closely with the user in defining and providing scope to the business problem. John applied a considerable amount of the design principles he learned from Penetration Analysis, reapplying them to this application. He also had to learn and apply the use of local ORACLE within the application. After the application was designed, he managed contract resources in the development of the application code. He was able to develop a comprehensive work plan and detail specifications from which a contract programmer could code the application. John assumed a liaison role with the end user and programmer, in order to ensure that the application met its defined objectives.

While the initial objectives were satisfied, the user has requested expansion of the application in order to accommodate various cuts of the data.

RATING:

- Occasionally exceeds position requirements

2042020582

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

SECTION II: AFFIRMATIVE ACTION OBJECTIVES

A. John actively supports minority and female employees, as evidenced by his recent grade level promotion of his assistant.

B. John is supportive of educational development and training among his staff, as evidenced by encouraging and assisting one of his minority employees to attend graduate programs.

SECTION III: OVERALL PERFORMANCE APPRAISAL RATING

RATING 4: OCCASIONALLY EXCEEDS POSITION STANDARDS

SECTION IV: DEVELOPMENT PLAN

A. Continue John's involvement with managing the project in order to provide him with experience of project management and IS methodology. Also, provide additional opportunities for John to direct the development and implementation of projects.

B. Provide a training experience that focuses on writing and presentation techniques.

C. Enroll John in a course dealing with working effectively with end-user groups, and also a project management course.

2042020583

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

5 4 3 2 1

☐ ☐ ☐ ☐ ☐ **B.** Is it possible to evaluate this employee in terms of affirmative action activity affecting his/her subordinates, such as special work assignments or developmental training, and/or participation in external educational programs?

If yes, please identify and comment upon achievements.
If no, please explain why not possible.

_____

_____

_____

SECTION III: OVERALL PERFORMANCE APPRAISAL RATING

Select the Performance Rating which most accurately reflects the information given in Sections I and II. Consideration should be given to meeting performance responsibilities and objectives, as well as to meeting department and company Affirmative Action goals for the position. Please refer to your "Manager's Guide to Performance Appraisal and Development Plan" for guidance.

	Rating	
Significantly Exceeds Position Standards	5	☐
Occasionally Exceeds Position Standards	4	☐
Meets Position Standards	3	☐
Needs Improvement to Meet Position Standards	2	☐
Fails to Meet Position Standards	1	☐

SECTION IV: DEVELOPMENT PLAN

Indicate key action plans, work assignments, or specific training and/or development which have been discussed and agreed upon as needed to assist this individual in meeting his or her position responsibilities, as well as to prepare for future assignments. These plans should be completed prior to the next performance appraisal. Please refer to your "Manager's Guide to Performance Appraisal and Development Plan" for guidance.

A. Development Need and Plan: _____

_____

_____

B. Development Need and Plan: _____

_____

_____

C. Development Need and Plan: _____

_____

_____

2042020584

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

SECTION V: SIGNATURES

Appraised by: _____ Date: _____

Approved by: _____ Date: _____

FOR EMPLOYEE BEING APPRAISED

I have read this performance appraisal and reviewed it with my supervisor(s).

Signature of Employee: _____ Date: _____

Employee Comments (if desired): _____

_____

_____

_____

_____

PERFORMANCE RATING DEFINITIONS

	Rating
SIGNIFICANTLY EXCEEDS POSITION STANDARDS (Reserved for a select group of *exceptional* performers)	5
OCCASIONALLY EXCEEDS POSITION STANDARDS (Designates those employees who *always meet* and, at times, *perform above* position requirements)	4
MEETS POSITION STANDARDS (Designates employees who perform *quality* work, *meeting all* position requirements)	3
NEEDS IMPROVEMENT TO MEET POSITION STANDARDS (Designates employees who meet *many but not all* position requirements)	2
FAILS TO MEET POSITION STANDARDS (Designates employees who *do not meet* position requirements)	1

204202058S

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

PHILIP MORRIS U.S.A. INTER-OFFICE CORRESPONDENCE

120 PARK AVENUE, NEW YORK, N.Y. 10017-5592

CONFIDENTIAL

TO: Big Cheese

DATE: November 6, 1991

FROM: Paula Stone

SUBJECT: Salary Action - John H. Doe

This is to confirm the following salary action:

	INCREASE		New	Effective	
Type	%	Amount	Salary	Date	Retroactive
Merit	6.0%	$1,800	$31,800	1/01/91	NO

Mr. Doe will receive this increase in his payroll check of January.

I have enclosed a copy of the Salary Review Notice and the employee's completed Performance Appraisal.

Once the appraisal has been communicated and the employee's signature has been obtained, please return the PA jacket to Angela Parler, 120/13.

Thank you for your cooperation.

PS/amp
Attachments

2042020586

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

SALARY REVIEW NOTICE

JOHN H. DOE
EMPLOYEE

CURRENT STATUS: Accounting Code: 3-060-130 LOCATION - PAYROLL

COST CENTER/TERR. NO.: G205 IS Systems Design & Dev. SOCIAL SECURITY NO.: 123-45-6789
JOB CODE/JOB TITLE: C7001 Systems Analyst DATE IN JOB: 11/01/89

CURRENT EARNINGS DATA:

SALARY GRADE	RANGE TYPE	Minimum	Mid Third	Midpoint	Upper Third	Maximum
06 E	Third	26,800	31,700	34,200	36,700	41,600

SALARY REVIEW DATE	ANNUAL SALARY	RANGE POSITION
11/01/91	30,000	Lower Third

SALARY/PERFORMANCE HISTORY:

DATE	PERFORMANCE RATING	ANNUAL SALARY	ANNUAL INCREASE	PERCENT	TYPE
11/01/90	3	30,000	1,600	5.6	M
11/01/89	4	28,400	3,000	11.8	Q
07/01/89	3	25,400	1,300	5.4	M
07/01/88		24,100			E

LUMP SUM HISTORY:

DATE	LUMP SUM:	TYPE

RECOMMENDED SALARY CHANGE:

NEW ANNUAL SALARY: 34,200
PERFORMANCE RATING: 4
EFFECTIVE DATE: 11/01/91
NEXT REVIEW DATE: 11/01/91

	AMOUNT	PERCENT	CHANGE REASON
TOTAL INCREASE:	4,200	14.0	* Q
COMPONENT 1	1,800	6.0	M
COMPONENT 2	2,400	8.0	P
COMPONENT 3			

*MUST BE "Q" REASON CODE WHEN COMPONENTS ENTERED

CHANGE REASON CODES:
M = MERIT
P = PROMOTION
I = STEP INCREASE
B = BELOW MINIMUM
D = DECREASE
C = EQUITY
H = HOURLY TO SALARIED
L = OTHER
V = PRORATED MERIT
Q = COMBINATION TOTAL

LUMP SUM:

EFFECTIVE DATE	MERIT LUMP SUM	RANGE MAXIMUM	OTHER (COMPENSATION USE ONLY)	REASON

CHANGE OF STATUS: COMPLETE APPLICABLE CHANGES ONLY

NEW JOB TITLE	NEW JOB CODE	NEW GRADE	EFFECTIVE DATE	REASON
		07	11/01/91	☒ PROMOTION ☐ DOWNGRADE ☐ LATERAL ☐ RECLASSIFICATION

NEW COST CENTER (4 POSITIONS) / TERR. NO. (6 POSITIONS)	SHIFT (0-3)	COST CENTER NAME	EFFECTIVE DATE	REASON
				☐ LOCATION (COST CTR./TERR. NO.) ☐ SHIFT ONLY ☐ TERRITORY REDEPLOYMENT

APPROVALS: ☐ WITHIN POLICY ☐ EXCEPTION

STEP 1 STEP 3

STEP 2 STEP 4

COMPENSATION/ERO

2042020587

PART 1

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

1993 SALARY ADMINISTRATION PROGRAM OBJECTIVES

- MAINTAIN POLICY OF POSITIONING OURSELVES AT THE 75TH PERCENTILE OF A GROUP OF NATIONAL, PREMIER COMPANIES.

- ENSURE THAT WE CONTINUE TO ATTRACT, RETAIN, AND MOTIVATE QUALITY EMPLOYEES.

- MONITOR OUR COMPETITIVE POSITION ON A NATIONAL SCALE AS WELL AS IN THE NEW YORK METRO AREA.

- ESTABLISH A STRONGER LINK BETWEEN INDIVIDUAL PERFORMANCE AND BUSINESS RESULTS.

2042020588

January 12, 1993

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

1993 MERIT BUDGET

- ANALYZED SURVEY DATA PREPARED BY HAY AND HEWITT.
- REVIEWED PROJECTIONS FROM OTHER SURVEYS AND CONSULTING GROUPS.
- SURVEYED 18 COMPANIES IN THE NEW YORK METRO AREA.

2042020589

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

PREMIER COMPANIES
HAY SURVEY

AMERICAN EXPRESS
AT & T
BANKERS TRUST
CITIBANK
CONAGRA
EASTMAN KODAK
GENERAL ELECTRIC
GENERAL MILLS
GTE
HEINZ
HONEYWELL
INTERNATIONAL PAPER
KELLOGG
KIMBERLY CLARK
MERCK
PEPSICO
QUAKER OATS
SARA LEE

2042020590

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

PEER GROUP SAMPLE

HEWITT SURVEY

AMERICAN BRANDS
AMERICAN EXPRESS
AMERICAN HOME PRODUCTS
ANHEUSER - BUSCH
BRISTOL - MYERS SQUIBB
CPC INTERNATIONAL
CITICORP
COCA-COLA
GENERAL ELECTRIC
GENERAL MILLS
HEINZ
IBM
JOHNSON & JOHNSON
MERCK
PEPSICO
PFIZER
PROCTOR & GAMBLE
RJR NABISCO
RALSTON PURINA
SARA LEE

2042020591

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

1993 MERIT INCREASE BUDGET

- EXEMPT AND NON-EXEMPT: 5.0%

Survey Average = 4.8%; range from 4.5% - 5.4%

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

1993 SALARY STRUCTURE

- EXEMPT: 3.6% AVERAGE ADJUSTMENT
- NON-EXEMPT: 3.5% AVERAGE ADJUSTMENT
- MAINTAINS FAVORABLE MARKET POSITION

2042020593

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

1993 TOTAL COMPENSATION

- EXEMPT AND NON-EXEMPT BASE SALARIES ARE AT THE 75TH PERCENTILE.

- EXEMPT AND NON-EXEMPT TOTAL COMPENSATION IS AT THE 90TH PERCENTILE.

- TOTAL COMPENSATION INCLUDES:

  * Base Salary
  * Benefits - DPS, Medical, Dental, Retirement, etc.
  * Other cash and non-cash reward programs - Incentive Compensation, Recognition Award Program

2042020594

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

1993 MERIT BUDGET PROCESS
COMMON REVIEW DATE

- **OBJECTIVE:** CONDUCT PERFORMANCE REVIEWS FOR ALL EMPLOYEES AT THE SAME TIME.

- LINK BUSINESS RESULTS AND DEPARTMENT GOALS TO INDIVIDUAL PERFORMANCE.

- ALLOWS MANAGEMENT TO WEIGH INDIVIDUAL CONTRIBUTIONS USING A COMMON YARDSTICK.

- ALLOWS FOR BETTER PAY FOR PERFORMANCE DECISIONS WHEN THE BUDGET IS ALLOCATED AT ONE TIME.

2042020595

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

1993 MERIT BUDGET PROCESS
COMMON REVIEW DATE PROCEDURES

- DEPARTMENT FORECAST RATINGS AND LOW, MIDDLE, HIGH MERIT -- JANUARY AND FEBRUARY INCREASE WILL NOT BE PROCESSED UNTIL ALL RATINGS ARE DETERMINED.

- RATINGS WILL BE REVIEWED BY DEPARTMENT HEAD TO ENSURE MEETING DISTRIBUTION TARGET FOR NON-EXEMPT, EXEMPT THROUGH GRADE 11, AND EXEMPT 12 AND ABOVE. ANNUALIZED YIELD MUST ALSO BE MET.

- DEPARTMENT INCREASES WILL BE PROCESSED AS A COMPLETE SET ON COMMON REVIEW DATE.

2042020596

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

PM USA NYO PROPOSED MERIT GUIDELINES FOR 1993

RATING		LOWER THIRD	MIDDLE THIRD	UPPER THIRD
5		TARGET = 9.0% 8.0 - 11.0%	TARGET = 8.0% 7.0 - 10.0%	TARGET = 7.0% 6.0 - 9.0%
4		TARGET = 6.0% 5.0 - 8.0%	TARGET = 5.0% 4.0 - 7.0%	TARGET = 4.5% 3.0 - 6.0%
3		TARGET = 4.5% 3.0 - 6.0%	TARGET = 4.0% 3.0 - 5.0%	TARGET = 3.0% 3.0 - 4.0%
2		MEETS MOST POSITION STANDARDS BUT NEEDS IMPROVEMENT IN SOME AREAS. MAY PROVIDE UP TO A 3% MERIT INCREASE		
1		FAILS TO MEET POSITION STANDARDS. WILL NOT RECEIVE INCREASE UNTIL PERFORMANCE IMPROVES.		

2042020597

ATTACHMENT A

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

PROPOSED JANUARY 1, 1993
PHILIP MORRIS EXEMPT SALARY STRUCTURE
(NEW YORK AND RYE BROOK OFFICES)

SALARY GRADE	MINIMUM	TOP OF LOWER THIRD	MIDPOINT	TOP OF MIDDLE THIRD	MAXIMUM	% MIDPOINT DIFFERENCE	% INCREASE
17	104.9	124.2	133.8	143.4	162.7	13.1	4.5
16	92.8	109.8	118.3	126.8	143.8	13.1	4.4
15	82.0	97.1	104.6	112.1	127.2	13.5	4.4
14	72.3	85.5	92.2	98.8	112.1	13.1	3.9
13	63.9	75.6	81.5	87.4	99.1	13.0	3.8
12	56.5	66.9	72.1	77.3	87.7	12.7	3.0
11	50.2	59.4	64.0	68.6	77.8	12.3	2.9
10	44.7	52.9	57.0	61.1	69.3	12.4	2.9
9	39.8	47.1	50.7	54.3	61.6	12.4	2.6
8	35.4	41.9	45.1	48.3	54.8	12.5	2.5
7	31.5	37.2	40.1	43.0	48.7	12.6	2.3
6	27.9	33.0	35.6	38.2	43.3	12.3	2.3
5	24.9	29.4	31.7	34.0	38.5	--	2.3

2042020598

ATTACHMENT B

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

JANUARY 1, 1993
PHILIP MORRIS NON-EXEMPT SALARY STRUCTURE

SALARY GRADE	MINIMUM	TOP OF LOWER THIRD	MIDPOINT	TOP OF MIDDLE THIRD	MAXIMUM	% MIDPOINT DIFFERENCE	% INCREASE FROM 1992
12	$35.1	$41.0	$43.9	$46.9	$52.7		3.5%
11	31.8	37.1	39.8	42.5	47.8	10.3%	3.4%
10	29.0	33.8	36.2	38.6	43.4	9.9%	3.4%
9	26.3	30.7	32.9	35.1	39.5	10.0%	3.5%
8	23.9	27.9	29.9	31.9	35.9	10.0%	3.5%
7	21.8	25.4	27.2	29.0	32.6	9.9%	3.8%
6	19.8	23.1	24.7	26.3	29.6	10.1%	3.8%

2042020599

ATTACHMENT C

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

1993 PROMOTIONAL INCREASE GUIDELINES
ALL GRADES

# OF GRADES PROMOTED	INCREASE OPPORTUNITY
1	6 - 9%
2	9 - 12%
3+	12 - 15%

1993 SALARY ADMINISTRATION PROGRAM

- CONTINUE RANGE MAXIMUM LUMP SUM FOR TOP RATED EMPLOYEES. ONLY A VERY FEW EMPLOYEES HAVE BEEN AFFECTED.

- CONTINUE SALARY INCREASES FOR "MOSTLY SATISFACTORY" PERFORMANCE. REMINDER -- TWO CONSECUTIVE "2" RATINGS = "1"

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

2042020602

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Virginia Slims Tennis Staff Meeting

February 4, 1993

AGENDA

I. **Order Lunch**

II. **Housekeeping**
- A. Expenses
- B. Status Reports
- C. New forms for department
- D. Business Cards
- E. Media Guide Photos (1994)
- F. Wrap-ups

III. **PR**
- A. Media Days
- B. Cohn & Wolfe

IV. **Travel**
- A. Vacation & Travel Schedules
- B. Mileage Allowance
- C. Airline Tickets
- D. Car Rental

V. **Photography**
- A. Source: VST
- B. Files in NY office - dupes
- C. Quicker turnaround
- D. Film company agreement
- E. Rush Charges

VI. **Newport July 8-11**

VII. **US Open**
- A. Tickets Only

VIII. **Materials**
- A. Player Gifts
- B. Media Gifts

IX. **Corporate/Government Affairs Events**

X. **Named Events**
- A. Schedule
- B. On-site responsibilities
- C. Ticket Requests
- D. Hotel Reservations
- E. Transportation

2042020603

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

XI. **VS Championships**

A. Player Concierge
B. Info Book
C. Player Gift - MM
D. Bag - MM
E. Ticket Incentive
Keychain? Enamel?
F. Beauty Salon - AT
G. Credentials
H. Suite 200
Player Guests
J. Weekend Seating
K. Media Dining
L. PR

2042020604

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

VIRGINIA SLIMS TENNIS
Staff Meeting Notes
February 4, 1993

Attendees: Ina Broeman (IB); Edna Moore (EM); Nancy Zimbalist (NAZ); Shari Barman (SB); Annalee Thurston (AT); Janine Goldberg (JG); Heather Hellman (HH); Fred Mullane (FM); Michelle Marcisak (MM); Emily Bruce (EB).

I. Housekeeping

A. **Expenses:**

1) Everyone is doing a good job with their expenses, especially original back-up as much as possible, no matter what the amount of the expense is (not just for expenses over $25.00).

2) The accounting department said that a check will be cut the next day after the expenses go into the system. (HA!)

3) The accounting department will process an expense check and deduct any questionable charges, rather than hold the entire reimbursement up.

4) Affiliates need to send original invoices.

5) No third party invoices can be submitted for reimbursement unless proof of payment is also provided.

B. **Weekly Status Reports:** JG, FM, MM, JG and HH need to submit weekly status reports to NAZ every Wednesday. The status report routing/schedule is as follows.

- o Staff send to NAZ by Wednesday.
- o NAZ sends to EM by Thursday.
- o EM send to IB by Friday for IB's meeting with Ellen Monday morning.

C. **Business Cards:** Consultants can no longer have business cards printed through PM. SB, AT, JG, HH and MM will have cards produced with an outside printer, coordinated by SB. All cards will be basically the same format and use the PM crest logo, rather than VS Tennis. All titles must contain the word "Consultant"

continued/

2042020605

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Titles:
SB/AT: Event Management Consultant
JG: Public Relations Administrator Consultant
HH: Public Relations Consultant
MM: Operations Coordinator Consultant

Next Step:
* NAZ send SB PM logo sheet.
* SB send consultants layout for approval.

D. **Media Guide Photos (1994):** AT loves her 1993 Media Guide photo---so much so that she wants to make sure it appears in every Media Guide to come. Just in case she changes her mind, this subject will be re-addressed as the 1994 deadline date gets closer.

E. **Wrap-Up Reports:** Everyone---well, almost everyone---is doing a good job with getting their wrap-up reports done. The PR wrap-ups in particular are very comprehensive. These reports are important for next year's contracts with each of the events so the on-road staff needs to make sure that every aspect of the event is included, no matter how small. Be sure to include business items. Also, the PR wrap-ups should contain an outline of any demonstration information, including coverage, etc.

F. **E Mail:** Everyone can be on E Mail. A modem is needed.

Next Steps:
* EB to get name and telephone number of the person in LA who has the IBM laptops so that the West Coast contingent can go look at them as a Hewlett Packard replacement possibility.
* JG, HH, AT and SB to give EB our name, address and type of computer for E mail.

II. Public Relations

A. **Media Days:** Chicago: Martina
Houston: Mary Pierce

continued/

2042020606

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Florida: None yet;
Gaby is doing a conference call with approximately publications;
Steffi did a 1-on-1 telephone interview with the Miami Herald.
No other events have been set yet.

Note: Mary Joe Fernandez is now playing all VS events this year; however, according to the troops, she has not been very cooperative.

Next Step: * JG to make arrangements for Joyce Newman to speak with Mary Pierce for 1/2 - 1 hour on the telephone before her media day.

B. **Special Events:** Auctions: Chicago-Monica's racquet. There is a large photo of BJK at PM which we can get her to sign for an auction.

Next Step: * JG coordinate BJK poster with NAZ/MM.

C. **Cohn & Wolfe:** They are going to be steered in another direction. IB, JG, NAZ, EB, Bill and Ella will meet with C&W February 25th to discuss change in approach for publicity for the Championships.

D. **Affiliates:**

1. Wrap-Ups:

a) **Clips:**

1) Divide into wire, lifestyle and sports....pre-event, during event and post-event. Then have a summary at the end.
2) Include original newspaper and magazine clippings.

continued/

2042020607

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

b) **Media Impressions:**

1) Need to quantify the media impressions using the following formula:
2.5 x # of stories x circulation

Next Steps: * EB to give JG copy of Tip Nunn's wrap-up as a good example.
* JG to advise all affiliates of above wrap-up guidelines.

2. Joint Affiliate Meeting: With Marlboro Racing and VS Tennis to share ideas. Discuss possibilities of cross-promotions.

a) Schedule: 1 day altogether
Next day breakout groups.

Next Steps: * EB to provide notes from Marlboro Racing "brainstorming" affiliate meeting previously held.

3. Photos/Compilation Tapes: EB/Barbara Hannan are going to start putting together a good file.

a) Compilation Tape: For presentation purposes, EB needs clips and footage more frequently than the compilation tapes at the end of the event.

Next Steps: * EB will tell JG ahead of time if she needs separate tapes rather than waiting for the comp tape.
* JG will advise Chicago, Florida and Houston, as necessary.

b) Photo Technology: EB is looking into this new system whereby photos are transmitted to publication utilizing this particular camera/computer/printer system. She will also check the Marlboro Racing and VS Tennis event schedules to see if one system can be shared.

continued/

2042020608

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

4. Cross Promotions:
* Need a list put together of all events going on in our tennis markets.
* Need a master schedule of all PM events.

Next Steps:
* JG ask affiliates to put together local market event list.
* EB put together master PM event schedule and distribute.

D. Government Affairs: We saw the PM USA Media Tour video tape (reaction to EPA report).

1) Six weeks prior to the event, the on-road staff should touch base with the local Government Affairs representative for every tournament to find out how we can assist them.
2) The on-road PR staff should carry smoking accommodation signs for the Media Centers.

Next Step:
* MM to put together a packet of signs for all on-road staff.
* FYI: NAZ will have JG, HH, AT and SB put on the FYI mailing list to be sent to us weekly.
* EB will arrange to put JG, HH, AT, SB and affiliates on mailing list of PM stand on issues (get a copy of the EPA study memo from Vic Han).
* NAZ to check with CA to find out which ads they want to include in the tournament program.

E. Retailers:

o There should be an emphasis on making retailers happy. Invite them to all media events, get them photos with players, etc. This should be done through the Sales Force.
o PR/Operations on-road staff should establish contact with the Section managers well in advance to see if they want any tickets, etc.

continued/

2042020609

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Keeping everyone in the loop:
o Sales Force (JG/HH).
o Brand (NAZ).
o AT (NAZ/MM)

Next Steps:
* Chicago: HH/MM speak with Mary Heath re: Dominick's involvement with tournament.
* Florida: AT/MM contact George Fountain re: Farm Stores' tournament involvement.
* Houston: AT/JG speak with Martha Claussen re Fiesta involvement.
* IB to set up a day for each of us in the field with the Sales Force.

III. Travel

A. Vacation and Travel Schedules:

1. Make sure we're covered and not everyone goes on vacation at the same time.
2. JB and HH have one change to the schedule previously submitted regarding Indian Wells. HH will cover the event through Thursday; JG, Friday through Sunday.

Next Step:
* Everyone, including IB and EM, is to do a 6 month schedule (through June) for vacation and travel.
*IB, EM and NAZ to decide who will be attending which events amongst the three of them.

B. Hotel Reservations: AT to handle as follows:

Chicago: o MM to make NAZ reservation for Tuesday night.

Florida:
o Look into different hotels available and make a recommendation.
o FM will commute.
o Reservations:
HH: Starting Sunday
AT: " "
NAZ: Friday/Saturday nights
IB: tba

continued/

2042020610

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Houston: o Reservations: JG: Starting Sunday
AT: " "
FM: " "
NAZ: Friday/Saturday nights

Los Angeles: o Reservations: AT: Commute
JG: "
HH: "
FM: Staring Sunday
NAZ: Friday/Saturday nights
EM: " " "

Newport: o Reservations: HH and FM

Philadelphia: o Reservations: AT: Starting Sunday
JG: " "
FM: " "
NAZ: Friday/Saturday

C. **Airline Tickets:** There will be changes with airline tickets in that everyone will have to start buying their own rather than getting them through PM Travel.

Next Step: * NAZ to advise when this goes into effect.

D. **Car Rentals:** AT to check with all tournaments to see if a tournament car can be provided to the VS on-site staff.

E. **Mileage Allowance:** Still 28 cents per mile.

IV. Photography

A. **Source: VST Stamp:** FM has ordered the stamp.

Next Step: * FM to check with EB to see if the word "Source" can be dropped.

B. **Files in NY Office (Dupes):**

1) MM is in charge of the photo file.
2) Will only keep a few head shots on file.

C. **Quicker Turn-Around:** FM should send proof sheets directly to NAZ or MM.

continued/

2042020611

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

D. **Dark Room:** FM is looking into using labs in different event cities as well as one near his home.

E. **VS Championships Rush Charges:** NAZ to check with IB regarding MSG's access to Championships photos and lab.

F. **Publications:** VS Tennis will no longer provide photos to International publications at no cost.

G. **Promoters:** The promoters should not be able to access our photos for free. We will accommodate their requests, but they have to pay for them.

H. **Affiliates:** A system needs to be set up to determine what the affiliates are spending on photos.

Next Step: * JG/FM to work out a system to keep track of each event.

I. **WTA:**

1) We want all of our original photos back. They have a habit of hanging onto them.
2) We will still provide photos for their publications.

Next Step: * FM to continue to pursue WTA for photos.
* JG to write to Ana Leaird regarding change of policy.

J. **Release Form:** FM needs to devise a form to send along with all of his photos saying that the recipients will be charged if the photos are not returned within a certain time period.

K. **Prize presentations:** Per FM, the prize presentations need to be orchestrated better for photo purposes.

- o Give flowers to the players on the way out to the court before the match, rather than at the end of the match.
- o Tighten up the presentation so there is adequate time for photos before the tv interview.
- o At MSG the presentation is physically too far away. the group needs to be brought closer.

continued/

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

L. **VS Championships Film Deal:** June 1st is the deadline date set for MSG to secure a film deal.

Next Step: * NAZ to advise Bill and Ella and the confirm with FM.

V. Newport Event

o July 8-11. It's still on utilizing Trade Marketing's budget. HH to attend as last year.

Next Step: * NAZ to discuss details with Debra Miller and keep Corporate Affairs in the loop.

VI. U.S. Open

o VS Tennis will take over all of the PM tickets in the building.
o Nothing will be done on site. Corporate Affairs may want to do something off-site.

Next Steps: * AT to look at last year's tickets and pull together a plan/recommendation to send to Jim Morgan.

VII. Materials

A. **Player Gifts:** Chicago: White mock turtle neck
Florida: City t-shirt or white golf shirt
Houston: Windbreakers (?)

Next Steps: * NAZ to check with Florida to see if we can use the City T-Shirt.
* NAZ/MM to look into brand items which may be available.

B. **Media Gifts:** All events: VST Mini Mag Lites
Next Year: Look into an enamel pen.

C. **VS Championships:** * MM working with Gayle on gift ideas. Add a baseball jacket to the ideas considering.

VIII. Corporate/Government Affairs Events

o Still waiting to hear if they will want to do any.

continued/

2042020613

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

IX. Named Events

A. **Operations Schedule:**

Chicago:	HH/NAZ/MM
Florida:	AT
Houston:	AT
Newport:	HH
Los Angeles:	AT
Philadelphia:	AT
Championships:	SB/AT/NAZ/MM
Stratton Mt.:	Look at player field

B. **Staff Responsibilities: (This is for EM's benefit)**

AT: On-site operations
JG: PR administrator and occasional on-site
HH: On-site PR
MM: Operations coordinator and occasional on-site
FM: Photographer
SB: Note taker

C. **Ticket Requests**

o Florida will be very tight.

X. VS Championships

A. **Player Concierge**

o Joan Staunton will return if she can.
o We need to think of a new name other than "Concierge" because it is confusing to the hotel guests.

B. **Information Handbook**

o AT will oversee production.
o EM will review Restaurants.

C. **Bag**

o Black, red or royal blue. Have LB do a layout.
o Use the 1990 size bag.

continued/

2042020614

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

D. **Ticket Incentive**

- o MSG did not like the water bottle. They give this item to everyone in the Garden.
- o MSG would like t-shirts but they are too expensive for the amount requested. NAZ will look into getting rid of old inventory items for 1/2, then do a t-shirt for the other 1/2.

Next Step: * MM call Rose Wagner (WTA) to find out key chain cost and source.

E. **Beauty Salon**

- o We can do it for 2 days if we can get the room and hairdresser free for both days.
- o If it is held on only one day, then it should be Wednesday.

F. **Credentials**

- o Media Staff will be Gold.
- o Reverse colors for 1993. Do two color only.
- o Produce a Blue VIP credential.
- o Review lists and quantities before producing.
- o Personalize all credentials, including Player Guest. Include some sort of player ID--Zoltan Seles(MS).
- o The media having all access is a problem because they go into the area where the players are.

Next Step:
* MM to look into numbering credentials when produced.
* NAZ to set up a conference call after Chicago with Ella, JG, SB, HH and NAZ to find a solution.

G. **Suite 200**

- o $75 charge was a problem with some legislative restrictions. Need to re-evaluate.
- o Need to personally have signatures on all chargebacks. Other accounting procedures are also required.
- o New policy: Player guests cannot come into Suite 200 once their player is out of the tournament, unless they are accompanied by that player. This will be posted in the WTA office, locker room and player lounge.

continued/

2042020615

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Next Steps: * NAZ/Beth to provide SB with chargeback accounting requirements.

H. **Week-End Seating**

- o There is a problem (especially on Sunday) with all of the PM seats being empty for the finals. Guests tend to sit in Suite 200 and watch the match on TV. Recommendation: Close Suite 200 1/2 hour before the match and open again at the end of the 2nd set. This would be on Sunday only. On Saturday the Suite would be left open the entire time.

  Next Step: * NAZ to discuss recommendation with IB.

- o Walkie talkie earphones are need for courtside.

  Next Step: * MM going to look into a NY source for walkie-talkies/earphones.

J. **Media Dining**

- o The food was good.
- o The system worked well.
- o Keep the hot dogs and popcorn available at all times.

K. **PR**

- o Martina and Monica would not do the MSG studio interview on Monday because they both had a match that day. This was not communicated to MSG by Ella until late that day, which created a problem.. JG will make sure there is better communication with MSG Network from the start.

- o Each of the top 4 players must do a media day for the Championships or they do not receive their Bonus Pool money. JG wanted to know if VS could trade these media days with other events if they were not utilized by the Championships.

  Next Step: * NAZ to discuss with IB and advise JG.

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2042020616

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

- o Giselle (WTA) never showed up on-site until 4pm Monday.

  Next Step: * NAZ will contact Gene Beckwith's replacement in advance regarding the WTA on-site schedule for the Media Center.

- o Media Center went very smoothly.

L. **Wrap-Ups**

- o NAZ will put together everyone's wrap-up in a package, including her own, and distribute.

That's all folks!

2042020617

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

2042020618

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

NM071E M.I.D.A.S. PF19 DATE 01/13/93

FIELD REQUISITION ENTRY P/R: NAME/ADDRESS

FROM TERR: 99 - 99 - 99 FOR TERR: - - CHRISANNE FERRY

SPACE ID: COMPANY: 01 PHILIP MORRIS USA

REQ NO: 69918 01 A CARRIER: UPS 300 NORTH MARTINGALE RD

B/L NO: SUITE 700

REQ DATE: 01 / 13 / 93 SCHAUMBURG IL 60173

STATUS: A APPROVED SHP RSRVD: TS: I

PJ: DEL NLT 1/22/93

COMMENT: ***INSIDE DELIVERY***

MNT CD	ITEM NO	QTY	DESCRIPTION	WHS	BLDG	MESSAGES
	57200	48	VS ASHTRAYS P/48	01	A	
	54547	72	VS TEN NEON GINNY T/LG	01	A	
	54548	72	VS TEN NEON GINNY T/XL	01	A	
	55912	400	VS TENNIS NAPKINS P/200	01	A	

*I71E10-MAINTENANCE COMPLETE

IN HOUSE REQUISITION

2042020619

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Purchase Requisition

Procedures

1. Program Administrator fills out all information requested on form in computer and submits to Purchasing.

2. Purchasing fills in the prices and returns form to the Program Administrator.

3. Program Administrator routes the form for approval through appropriate monetary levels.

4. Program Administrator retains a copy of the form and returns the original to Purchasing.

2042020620

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Form #1507
PM INC REV 4/80
COMPD/466A/A142

P.O. No. _____

PURCHASE REQUISITION

ORDER FROM:	Date: January 29, 1993
	Req. No.:
SHIP TO:	Terms:
	F. O. B.:

QUANTITY	ITEM	UNIT PRICE	TOTAL

PURPOSE:

DATE REQUIRED:

DELIVER TO: DEPT: Event Mktg

ACCTG. CODE:

Acctg. Dept. Approval _____

Prepared By: _____

Departmental Approval: _____

Executive Approval: _____

204202062 1

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Form #1507
PM INC REV 4/80
COMPD/466A/A142

P.O. No. N

PURCHASE REQUISITION

ORDER FROM: M+R

Date: December 9, 1992

SHIP TO: Nancy Zimbalist
Philip Morris USA, Inc.
120 Park Ave. - 12th Fl.
New York, NY 10017

Terms:

F. O. B.:

QUANTITY	ITEM		UNIT PRICE	TOTAL
1630	**'93 VS TENNIS CREDENTIALS** (Virginia Slims of Philadelphia) POS # 72323		1.30 ea	2,119.00
100	Ball Person			
150	Vendor			
75	Player			
200	Player Guest			
75	Special Guest			
100	Staff			
30	Umpire			
75	VIP			
100	Official			
200	Volunteer			
1105	= TOTAL			
25	Media Staff	PLEASE BOX		
200	Media	ALL MEDIA/		
100	Photographer	PHOTOG. IN		
100	Photographer Daily	SEPARATE		
100	Media Daily	CARTON		
525	= TOTAL			

DELIVERY DUE JANUARY 15, 1993

PURPOSE:

DATE REQUIRED: same as above

DELIVER TO: DEPT: Event Mktg

ACCTG. CODE: 044-137-4401-16-E-12

Acctg. Dept. Approval _____

Prepared By: Michelle Marcisak
Michelle Marcisak

Departmental Approval: 12/10

Executive Approval: _____

2042020622

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

PHILIP MORRIS USA INTER-OFFICE CORRESPONDENCE
120 PARK AVENUE, NEW YORK, NY 10017-5592

TO: Distribution DATE: December 11, 1992

FROM: Jim Spector

SUBJECT: **PROMOTIONAL FULFILLMENT INVENTORY REQUESTS**

The increasing value of promotion incentives/premiums, along with more stringent shipping restrictions on some items (i.e. lighters), have necessitated the following additional controls be placed on the Promotional Fulfillment Inventory Request Form (attached).

- "Monetary Approval" (Item 7) will now require the appropriate Brand Manager's signature. If the Brand Manager is not available, a director level or higher will need to approve.
- "Ship To" (Item 1) must be complete and must include a telephone number to eliminate any possible undeliverable situations.
- The "Purpose" of the request (Item 3) must be stated accurately and completely.
- The appropriate "Department Charge Code" (Item 5) must be completed.

Please make the appropriate people in your group aware of these changes as they will go into effect immediately. Also note that most multi-item requests will take at least 5 days to fulfill, so requests should be submitted with adequate lead time.

JS:lm
js016

Distrbution:
C. Cohen
P. Henriques
N. Suter
N. Parmet
J. Taylor
T. Gargulio
J. Greene
A. Sinha
A. Goldfarb
S. Piskor
M. Mahan

cc: M. Antonoff
I. Broeman
J. Hecht
S. LeVan
N. Lund
E. Marini
A. Marrullier
K. McMahon
M. Meurer
B. Mikulay
B. Mora
J. Restivo
M. Saine
R. Tomei

2042020623

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

PHILIP MORRIS U.S.A.

PROMOTIONAL FULFILLMENT
INVENTORY REQUEST

Date of Request _____

1 SHIP TO:

_____

_____

_____

_____

_____

_____

2 PREFERRED DELIVERY DATE: _____
(Allow at least 5 days from date of request)

3 PURPOSE:
(Please state intended use for requested items)

_____

_____

_____

_____

_____

4 P.O.S. #	DESCRIPTION OF ITEM	UNIT QUANTITY REQUESTED

5 DEPARTMENT: _____ BUILDING: _____ FLOOR: _____

DEPARTMENT CHARGE CODE: _____

6 REQUESTED BY: _____ EXTENSION: _____

7 MONETARY APPROVAL: _____

OVERNIGHT/AIR SHIPMENT REQUESTED: _____
(Monetary Approval must be director level or higher for overnight air shipments)

SPECIAL INSTRUCTIONS: _____

_____

Promotional Fulfillment Shipment Approval: _____
For Fulfillment use only:

DISTRIBUTION:		
	FULFILLMENT GROUP	(WHITE)
	ACCOUNTING	(BLUE)
	FULFILLMENT HOUSE	(GREEN)
	REQUESTOR	(PINK)

FORM #3981
PM USA REV. 6/92
COMP/FORMS(Num.)

2042020624

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

2042020625

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Ticket Request

Procedures

- Information Required
  - Who the request is from, including name, title, address, telephone/extension number
  - Name of event
  - Business purpose
  - Date of request
  - Date and session/time---first and second choices---for which tickets are requested
  - Number of tickets
  - Chargeback code, including authorized signature
  - Who is to be contacted for follow-up

2042020626

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

VIRGINIA SLIMS CHAMPIONSHIPS
November 16-22, 1992

TICKET REQUEST FORM

DATE REQUESTED:_____

Name: _____ Title: _____

Company: _____ Phone #/Ext: _____

Department/Address: _____

DATE/TIME	# OF TICKETS 1st Choice	2nd Choice	FOR OFFICE USE ONLY	BUSINESS PURPOSE GUEST NAMES/TITLES
Monday, Nov. 16 - Session #1 (5:30pm)	_____	_____	_____	_____
Tuesday, Nov. 17 - Session #2 (5:30pm)	_____	_____	_____	_____
Wednesday, Nov. 18 - Session #3 (5:30pm)	_____	_____	_____	_____
Thursday, Nov. 19 - Session #4 (6:00pm)	_____	_____	_____	_____
Friday, Nov. 20 - Session #5 (6:00pm)	_____	_____	_____	_____
Saturday, Nov. 21 - Session #6 (12:00 noon)	_____	_____	_____	_____
Sunday, Nov. 22 - Session #7 (12:30pm)	_____	_____	_____	_____

Accounting (Chargeback) Code: _____

CHARGEBACK CODE REQUIRED FOR PROCESSING

Signature: _____

(Your signature above is authorization to charge back and obtain these tickets.)

FOR OFFICE USE ONLY

Approval: _____ NZ _____ IB

Billing:	QTY	COST	TOTAL
Chargeback:	_____	_____	_____
Complimentary:	_____	_____	_____
Box Seats:	_____	_____	_____
Reserved Seats:	_____	_____	_____

Tickets Received By: _____ Date: _____

(Print Name)

Please Note: THIS FORM MUST BE RECEIVED BY NOVEMBER 6 FOR YOUR REQUEST TO BE PROCESSED. You will only be contacted if there is a problem with your request. Tickets will be available to be picked up the week of November 16th only. **Ticket availability is extremely limited.** Return this form to Nancy Zimbalist - 120/12.

2042020627

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Request for Vendor Services

2042020628

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Request for Vendor Services

Guidelines

- Purpose
  - To request a bid from a vendor to execute a program.
- Procedure
  - Program Manager prepares request letter outlining elements of the program (see list below).
  - Request letter is reviewed with Purchasing.
  - Program Manager coordinates with Purchasing to determine who will send the request to the vendors.
  - The request letters are sent to vendors simultaneously.
  - Proposals from vendors are not reviewed until all are received.
  - Once all proposals are received, they are opened and reviewed with Purchasing.
  - The vendor is chosen based on cost, experience and quality.
- Proposal Elements
  - Overview of program.
  - Outline of specific responsibilities required of vendor.
  - Executional considerations.
  - Request that the bid include itemized costs.
  - Deadline for returning proposal.

2042020629

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

PHILIP MORRIS
U.S.A.
120 PARK AVENUE, NEW YORK, N.Y 10017-5592 TELEPHONE (212) 880-5000

February 11, 1993

Mr. Mitch Berk
Entertainment Marketing, Inc.
350 West Hubbard Street
Suite 430
Chicago, IL 60610

Dear Mitch:

Attached please find the specifications for the MARLBORO SWAT Team, a bar night promotion scheduled to run May 1-September 30, 1993. We are seeking a bid for Entertainment Marketing, Inc. to implement the promotional aspects of this program.

The attached should be self-explanantory. If you have any questions, please don't hesitate to call me at (212) 880-3476. *Please note: Bids are due February 26.*

We appreciate your interest and input and look forward to receiving your proposal and bid.

Sincerely,

Deane Gross
Manager, Event Marketing
Marlboro

cc: Claire Person
Steve Sampson

2042020630

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

MARLBORO ADVENTURE TEAM
1993 BAR NIGHT PROGRAM
REQUEST FOR PROPOSAL

1. Legal disclosure of confidentiality to be written.

2. **Marlboro Adventure Team Program Overview**

Consumers will be exposed to a national promotion in 1993 and beyond in which smokers 21 years of age and older will be encouraged to apply to "MAKE THE MARLBORO ADVENTURE TEAM." A team of 10 will be chosen through a national contest to win an 11 day trip out west to Utah and Colorado. The team will cover over 600 miles by way of 4-wheel driving, motorcycling, white-water rafting and horseback riding.

The Marlboro Adventure Team (MAT) program is a multi-faceted program being delivered through retail, media, direct-mail, and special events.

In an effort to further extend in-market support activity for the MAT program, Marlboro will be conducting a national bar night program in 25 markets across the continental US. Local crews clad in MAT gear will visit "hot spots" in Marlboro branded trucks, distribute contest entry forms, implement the MAT computer game, and distribute MAT related items to smokers 21 years of age or older.

The following is an overview of the basic elements of the MAT bar night program:

Key Elements:
Timing: May 1 -September 30, 1993

Markets: See attached

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Objectives:

- Educate the consumer about the MAT program.
- Extend in-market visibility and awareness for the MAT program in designated markets.
- Create excitement and generate interest for the MAT program among the largest number of YAMS possible.
- Encourage the largest number of contest entries possible.

Strategies:

- Develop a national MAT bar night program.
- Utilize local MAT crews.
- Research, negotiate, and schedule bar nights in designated markets.
- Distribute MAT related support materials (produced by PM).

3. **Executional Considerations:**

- Bar nights will be conducted 5 nights per week, eight working hours per day. Overnights might be necessary, but should be conducted on an infrequent basis (e.g. in MAT exhibit and race markets).
- There will be 25 markets, see attached for team composition.
- The crew clad in MAT gear (uniforms provided by PM) will visit two to four bars per night.
- The crews will distribute MAT related items, contest entry forms, implement the computer game (lap top computer with a multiple choice trivia game; prizes are awarded for different level scores) to smokers 21 years of age or older.
- The crew will collect names for data base (all information will be sent to PM for keying).
- The crew members must be 21 years of age or older.
- Preliminary bar night schedules should be submitted to the NYO at least three weeks in advance.

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4. **Submittals:**

Your response should be submitted no later than February 26, 1993, and should be as detailed as possible including the considerations raised in this document and executional recommendations.

Please contact Deane Gross or Claire Person at (212)880-5000 if you have any questions or need clarification on any of the details presented.

5. **Scope of Work:**

It is PM's desire to contract with a single company on a turn-key basis to execute this program. The specific areas of responsibility include:

- Managing 5 bar nights per week in 25 markets simultaneously
- Hiring and training of local crews
- Researching and securing local bar night locations
- Warehousing and inventory control of MAT support materials
- Securing, maintaining, and transporting (when necessary) MAT trucks
- Submitting weekly status reports to NYO

Please separate your proposal into two sections:

1) Itemized bid outlining each area of responsibility, including all expenses.

2) A quote for the entire program.

2042020633

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TEAM: 3 trucks, 6 personnel, 3 computers

MARKETS	RECOMMENDED NUMBER OF TEAMS
REGION 1:	
Boston/RI	two
Syracuse	one
Buffalo	one
NY	three
Philadelphia	one
Harrisburg	one
back-up truck:	one
REGION 2:	
Baltimore/DC	one
Richmond	one
Raleigh-Durham/Charlotte	one
Knoxville	one
Atlanta	one
Orlando	one
Miami	two
back-up truck:	two
REGION 3:	
DFW	two
Waco/Temple	one
back-up truck:	one
REGION 4:	
Cincinnati	one
Detroit/Grand Rapids	one
Chicago	two
Minneapolis	one
back-up truck:	one
REGION 5:	
Denver	one
Phoenix	one
Sacramento	one
San Francisco	one
LA	three
San Diego	one
back-up truck:	two

TOTAL TEAMS: 33

TEAM TRUCKS: 99
BACK UP TRUCKS: 7
TOTAL TRUCKS: 106

TOTAL PERSONNEL: 198

TOTAL COMPUTERS: 106

021093 DG (per AJM)

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Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Vacation Request

- Contents
  - Dates and total days requested.
  - Remaining vacation days after this request.

- Procedures
  1. Submit to direct supervisor.
  2. Send a copy to Group Manager's and Director's secretaries.
  3. Supervisor is to okay or reject at the bottom of the request and return it to the requestor, with a copy to aforementioned secretaries.

2042020636

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Itinerary

Guidelines

- Information to include:
  - Dates
  - Flight schedule(s)
  - Accommodations, including address, telephone and fax numbers
  - Purpose of trip
  - On-site telephone numbers, if available
- Distribution list:
  - All persons in immediate group
  - Director's secretary
  - Director
  - Other appropriate persons as needed (e.g. Brand)

2042020637

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

DEANE GROSS

ITINERARY

Friday, April 9th

Departure: 8:35AM - LGA Airport - Delta Airlines Flt. No. 933
Arrive: 11:03AM - Atlanta
Departure: 12:05PM - Atlanta International - Delta Flt. No. 7389
Arrive: 1:35PM - Myrtle Beach, SC

Car: Avis Compact

Accommodations

Hampton Inn
48th Avenue N. & Hwy 17
Myrtle Beach, SC 29577
Ph: 803-449-5231
Fax: 803-449-5231

Sunday, April 11th

Departure: 11:10PM - Myrtle Beach - Delta Airlines Flt No. 7382
Arrive: 12:40PM - Atlanta
Departure: 1:34PM - Atlanta - Delta Airlines Flt. No. 482
Arrive: 3:40PM - New York LGA

Purpose: Marlboro SWAT Barnights

2042020638

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Auto Rental

2042020639

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

AUTO RENTAL

(Reference: PM USA Financial Manual: Policy #02-100; Page 5)

The auto rental policy applies to employees when doing business on behalf of Philip Morris:

- PM has a national contract with the following companies (agreement highlights attached):
  - Primary Vendor: Avis Rent A Car Systems
  - Secondary Vendor: Budget Rent A Car Corporation

  Note: Budget should be considered only when Avis is not available.

- **Additional insurance coverage:**
  - Lost Damage Waiver (LDW) coverage is included in the national contracts.
  - Should not be taken for any supplementary insurance features in conjunction with car rentals .
  - The accounting department will not reimburse cost.
  - Any cost resulting from the lack of insurance coverage will be paid by PM.

  Note: This does not apply to autos rented outside the United States.

  - The master policies do not cover convertibles. If a convertible is rented, the renter is responsible for obtaining and paying for the additional coverage(s), which will not be reimbursed.

  - When neither Avis nor Budget are available and another major national car rental company (such as National or Hertz) must be used, only additional liability coverage should be taken; all other supplemental coverages should be declined.

- In the event of **collision damage:**
  - Do not pay for damages directly.
  - Obtain a written estimate for the cost of repairs.
  - Request that cost to repair damage or the amount of deductible (whichever is less) be billed directly to PM (insurance department).
  - The PM insurance department will review the claim and process the payment directly to the car rental company.

  Note: Read car rental agreements carefully and comply with provisions relating to immediate reporting of automobile accidents.

2042020640

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

PHILIP MORRIS COMPANIES INC.

AVIS - PRIMARY

CAR RENTAL PROGRAM SUMMARIES

AVIS WORLDWIDE DISCOUNT NUMBER:	**A/A 119900-Philip Moris Companies Inc.**
DAILY RATE:	CAR CLASS A - Sub-Compact $31.50 B - Compact $32.50 C - Intermediate $33.50 D - Full-Size (2 dr.) $34.50 E - Full-Size (4 dr.) $35.50
COST PER MILE:	UNLIMITED free miles per rental day at participating locations. (Exception: 175 free miles per day in White Plains, NY) **Note:** Applies to rentals returned to the same city - no other discounts apply.
FREE LOSS DAMAGE WAIVER (LDW):	When renting under the Philip Morris Corporate Rate Program you get *free LDW whether business or personal in U.S. only. Available at Corporate and Participating Licensee Locations only. **not applicable to any promotional or discount programs.*
ONE WAY RATES:	**Not returned to same city - Basic Rate plus Per Mile Charge.** $0.22 per mile Daily rates same as above
DROP OFF CHARGE:	None - If participating location. Free Delivery and pickup at various locations. Contact travel department.
REFUELING CHARGES:	Always return car with full tank of gas to avoid costly refueling charges.
EXTENDED RENTALS:	Weekly = 5 x Daily Rate Monthly = 20 x Daily Rate
INTERNATIONAL DISCOUNTS:	30% Western Europe (off time and kilometer rates) 20% Asia and Pacific (off time and kilometer rates) 10% Latin America and Caribbean (including Puerto Rico and Virgin Islands) 10% Africa and Middle East (off time and kilometer rates)
CANADA:	CAR CLASS A - CAD 37.50 - Unlimited KM B - CAD 38.50 C - CAD 39.50 D - CAD 40.50 E - CAD 41.50 **Intercity rentals receive a 25% discount off normal time and KM rates.**
FLORIDA RATES:	CAR CLASS A - Sub-Compact $26.00 B - Compact $28.00 C - Intermediate $29.00 D - Full-Size (2 dr.) $30.00 E - Full-Size (4 dr.) $32.00 Rates include unlimited mileage and may be returned to any Avis location in Florida.
HAWAII RATES:	10% off published rate.

1992 CAR RENTAL DIFFERENTIALS

(Surcharge per Day Over and Above Daily Contract Rates)

$3.00/day	Atlanta, GA Cleveland, OH Area Denver, CO New Orleans, LA Minn./St. Paul, MN	Oakland, CA Portland, OR San Francisco, CA Area San Jose, CA Seattle, WA	NY State (except NYC airports, NY Metro) White Plains, NY = $3.50
$5.00/day	Baltimore/Wash. DC Area Boston, MA Detroit, MI Hartford, CT	Houston, TX NY Metro Area (except Manhattan and NYC airports) Newark, NJ Philadelphia, PA	Pittsburgh, PA Stamford, CT
$8.00/day	New York Area airports (LGA/JFK)	Manhattan	
EFFECTIVE:	**7/1/92 - 12/31/93**		

COMP/DEPTS(Hqr.Svc-Car Rental Program Summaries

20420641

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

PHILIP MORRIS COMPANIES INC. **BUDGET - SECONDARY** CAR RENTAL PROGRAM SUMMARIES

BUDGET WORLDWIDE DISCOUNT NUMBER:	**5780007267-Philip Moris Companies Inc.**
DAILY RATE:	CAR CLASS A - Sub-Compact $29.00 B - Compact $33.00 C - Intermediate $36.00 D - Full-Size (2 dr.) $38.00 E - Full-Size (4 dr.) $38.00
COST PER MILE:	UNLIMITED free miles per rental day at participating locations. No other discounts apply.
FREE LOSS DAMAGE WAIVER (LDW):	YES - Business Only - U.S. Only
ONE WAY RATES:	Daily "all inclusive" rate of $69.00 (Includes daily car rental, free mileage surcharges and drop-off fees for car classes A, B, C, D, & E. Excludes gas, taxes and additional insurance coverages.)
DROP OFF CHARGE:	None - If participating location. Free Delivery and pickup at various locations. Contact travel department.
REFUELING CHARGES:	Always return car with full tank of gas to avoid refueling charges.
WEEKLY RATES:	25% Discount on Rentals 6 days or more
INTERNATIONAL DISCOUNTS:	35% Off European standard rate Special Corp Rate program rates available at participating locations in Latin America, Australia and the Far East. Rates include unlimited kilometers and vary by country and car class.
CANADA:	CAR CLASS A - $c37.00 - Unlimited KM at participating locations B - $c38.00 C - $c39.00 D - $c40.00 E - $c40.00 A regional price differential may apply at some locations..
FLORIDA RATES:	$2.00 per day discount off daily rate (effective 10/91)

1992 CAR RENTAL DIFFERENTIALS

(Surcharge per Day Over and Above Daily Contract Rates)

$3.00/day	Atlanta, GA	Stamford, CT	Illinois (except airports)
	Dallas, TX	San Francisco, CA	Little Rock, AK
	Hartford, CT	San Jose, CA	Los Angeles, CA
	Houston, TX	Oakland, CA	NY State (except airports/ Manhattan)
$5.00/day	Baltimore/Wash. DC Area	Detroit, MI	
	Boston, MA	Pittsburgh, PA	
$6.00/day	Philadelphia, PA		
$7.00/day	O'Hare and Midway airports		
$8.00/day	Manhattan		
	NY Airports (LGA/JFK/EWR)		
EFFECTIVE:	January 1, 1991		

COMP/DEPTS(Hqt.Svcs.-Car Rental Program Summaries)

204202042

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Art Department

2042020643

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Art Department

- Guidelines
  - The PM Art Department only does work for employees located in the Philip Morris offices at 100 Park Avenue, 120 Park Avenue and Rye Brook.
  - The project must be initiated internally and include an accounting code to cover costs of work done outside.
  - There are no charges for services provided by the PM Art Department; only for work which needs to be sent out or for internal work done by freelancers when there is a rush (see attached Capabilities List).
- Procedures
  - Contact Alan Mogel, (Administrator, Art Department), and he will direct the project to the proper person within the PM Art Department or to an outside vendor, if necessary.

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Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

PM **GRAPHIC SERVICES**

CAPABILITIES LIST

DESIGN AND LAYOUT

PHOTOGRAPHY

COMPUTER ILLUSTRATION AND RETOUCHING

COMPLETE PREPRESS DEPARTMENT

COMPLETE PRINTING DEPARTMENT

COMPUTER GRAPHICS DEPARTMENT

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Office Supplies/
Business Cards

2042020646

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Office Supplies/General Forms

- To obtain office supplies and general forms, fill out a Office Supplies & General Forms Requisition (sample copy attached) and take it to the Stock Room located on Level C.
- For supplies unavailable through the Stock Room, a Purchase Requisition must be generated for the appropriate outside supplier and processed through Purchasing.

Business Cards/Memo Pads

- To obtain business cards and personalized memo pads, go to the Composition Department, and fill out the required form.
- Only Philip Morris employees can obtain business cards through the PM Composition Department.

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Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

INSTRUCTIONS:

1. The Stock Room will only provide the supplies listed on this form. Requests for special stationery items should be typed on a Purchase Requisition (Form #1507) and submitted to the Corporate Purchasing Department for processing.
2. **Please check off the division your department is a part of and get the approval of your department head.**
3. If requested items are missing when your order is delivered, please call the Stock Room on extension 4038.
4. **INCOMPLETE FORMS WILL BE RETURNED TO SENDER.**

OFFICE SUPPLIES & GENERAL FORMS REQUISITION

Deliver Items To The Attention Of		
Division: CORP ☐ USA ☐ INT'L ☐	Bldg	Floor
	Phone Ext.	
	Date	
Department Head Approval		
REFERENCE		

CODE	QUANTITY: NO. OF UNITS	QUANTITY: UNIT PACK	DESCRIPTION
OFFICE SUPPLIES			
A005		Ea.	Add Rolls, 2¼"
A011		Ea.	Add Rolls, 2¾"
A010		Ea.	Add Rolls, 3"
A015		Ea.	Ash Tray, Black
A016		Ea.	Ash Tray, Tan
B005		Bx.	Bands, Rubber; #18 Thin
B010		Bx.	Bands, Rubber; #33 Med.
B050		Pr.	Book Ends, Black
B051		Pr.	Book Ends, Tan
C015		Ea.	Calendar Base, E17 Book Style
C020		Ea.	Calendar Refill, E717
C080		Ea.	Cement, Rubber, 4 oz.
C085		Ea.	Cement, Rubber, Pint
C090		Doz.	Clips, Binder, #20
C095		Doz.	Clips, Binder #50
C100		Doz.	Clips, Binder #100
C105		C = 100	Clips, Regular
C110		C = 100	Clips, Giant
D010		Ea.	Dispenser, Black
D011		Ea.	Dispenser, Tan
D015		Ea.	Dispenser, Grey Hand Model
E025		Ea.	Eraser, #100 Pink Pearl
L005		Bx.	Labels, Avery, S6424 4 x 1½
L010		Bx.	Labels, Avery, S6448 4 x 3
L015		Bx.	Labels, Avery, S8048 5 x 3
L020		Bx.	Labels, Air Mail
M020		Doz.	Marker, Fine Black Flair
M025		Doz.	Marker, Fine Blue Flair
M030		Doz.	Marker, Fine Green Flair
M035		Doz.	Marker, Fine Red Flair
M040		Ea.	Marker, Yellow Hi-Liter
M045		Ea.	Marker, Markette, Heavy Black
M060		Ea.	Moistener, Squeeze, #513
O005		Ea.	Opener, Letter
P085		Ea.	Pad, Stamp Foam, Black
P090		Ea.	Pad, Stamp Foam, Blue
P095		Ea.	Pad, Stamp Foam, Red
H005		Ea.	Paper Holder 3 x 5 Memo, Black
H006		Ea.	Paper Holder 3 x 5 Memo, Tan
H010		Ea.	Paper Holder 4 x 6 Memo, Black
H011		Ea.	Paper Holder 4 x 6 Memo, Tan
P130		Ea.	Pencil Cup, Black
P131		Ea.	Pencil Cup, Tan
P135		Doz.	Pencils, #1
P140		Doz.	Pencils, #2
P145		Doz.	Pencils, #2½
P150		Doz.	Pencils, #3
P155		Doz.	Pencils, Blue
P160		Doz.	Pencils, Green
P165		Doz.	Pencils, Red
P170		Doz.	Pens, Medium Black
P175		Doz.	Pens, Medium Blue
P180		Doz.	Pens, Medium Green
P185		Doz.	Pens, Medium Red
P190		Doz.	Pens, Fine Black
P195		Doz.	Pens, Fine Blue
P200		Doz.	Pens, Fine Red
P205		C = 100	Pins, Push
P214		Ea.	Post-it Note Tray, Black
P216		Ea.	Post-it Note Tray, Putty
P220		Ea.	Punch, 2-Hole
P225		Ea.	Punch, 3-Hole
R055		Ea.	Ruler 12", Wood
R060		Ea.	Ruler 18", Wood
S005		Ea.	Scissors
S010		Ea.	Scotch Tape #105A 3/4 x 300
S015		Ea.	Scotch Tape #810 3/4 x 1296
I050		Ea.	Stamp Pad Ink, Blue
I055		Ea.	Stamp Pad Ink, Black
I060		Ea.	Stamp Pad Ink, Red
S025		Bx.	Staples, Standard
S030		Ea.	Staple Remover
S035		Ea.	Staple Machine, Black
S036		Ea.	Staple Machine, Tan
T015		Ea.	Tacky Finger
T030		Ea.	Tidy Desk, Black
T031		Ea.	Tidy Desk, Tan
T035		Ea.	Tray, Desk – Legal
DUPLICATING/CORRECTION SUPPLIES			
L105		Ea.	Liquid Paper, Blue
L115		Ea.	Liquid Paper, Canary
L110		Ea	Liquid Paper, Green
L125		Ea.	Liquid Paper, Just For Copies
L120		Ea.	Liquid Paper, Pink
L130		Ea.	Liquid Paper, Thinner
L100		Ea.	Liquid Paper, White
PLAIN PAPER			
2533		C = 100	Letterhead Second Sheets 8½ x 11
M050		C = 100	Paper Filler 3 x 5 Memo Paper
M055		C = 100	Paper Filler 4 x 6 Memo Paper
P105		C = 100	Plain Bond 20 lb. 8½ x 11
2532		C = 100	Strathmore Bond 24 lb. 8½ x 11
PLAIN ENVELOPES			
E005		Ea.	Clasp 97J 10 x 13
E010		Ea.	Clasp 100J 12 x 15½
BOOKS AND PADS			
P005		Pad	Analysis Paper 45-604 8½ x 11 4 col.
P010		Pad	Analysis Paper 45-606 8½ x 11 6 col.
P015		Pad	Analysis Paper 45-607 8½ x 11 7 col.
P020		Pad	Analysis Paper 45-608 8½ x 11 8 col.
P025		Pad	Analysis Paper 45-662 11 x 16 3/8 12 col.
P030		Pad	Analysis Paper 45-804 8½ x 14 4 col.
P035		Pad	Analysis Paper 45-807 8½ x 14 7 col.
P040		Pad	Analysis Paper 45-812 14 x 17 12 col.
P045		Pad	Analysis Paper 45-818 12 x 25 18 col.
P050		Pad	Analysis Paper 45-825 14 x 34 25 col.
P055		Ea.	White Pad Legal Ruled – 8½ x 12½
P075		Ea.	Easel Pad #150 27 x 34 – Plain
P080		Ea.	Graph Paper Pad #411, 4 sq
P211		Ea.	Post-it Note Pad 1½ x 2
P212		Ea.	Post-it Note Pad 3 x 3
P213		Ea.	Post-it Note Pad 3 x 5
S040		Ea	Stenobook, Pitman
S045		Ea	Stenobook Gregg
P065		Ea.	White Pad Letter Ruled – 8½ x 11
P070		Ea	White 5 x 8 Pad – Plain
LOOSE LEAF SUPPLIES			
B015		Ea	Binders, Acco Prsbd 8½ x 11
B020		Ea	Binders, Acco Prsbd. 8½ x 14
B025		Ea	Binders, 1" Black Ring 11 x 8½
B030		Ea	Binders, 2" Black Ring 11 x 8½
I010		Set	Index 11 x 8½ A–Z #25-180
B015		Set	Index 11 x 8½ Plain Tabs PT-213-5X
I020		Pkg	Index 11 x 8½ Untabbed AS-213-B
I065		Ft	Index, Make-Ur-Own Clear
L025		Bx	Labels Reinforcements
C120		Ea.	Report Cover, Duotang, Black Clear
C125		Ea.	Report Cover, Duotang, Lt. Blue Clear
C130		Ea	Report Cover, Duotang, Red Clear
C135		Ea	Report Cover, Duotang, Gray Clear
C140		Ea	Report Cover, Duotang, Blue Window
C145		Ea.	Report Cover, Clear W/Spine 8½ x 11
P110		C = 100	Ring Sheets, 11 x 8½, Ruled, 14-281
P115		C = 100	Ring Sheets, 11 x 8½, Plain, 14-280
P215		Ea	Sheet Protectors, 11 x 8½, M198

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Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

CODE	QUANTITY NO. OF UNITS	QUANTITY UNIT PACK	DESCRIPTION

FILING SUPPLIES

C035		C = 100	Cards, Index, #31 Ruled 3 x 5
C040		C = 100	Cards, Index, #30 Plain 3 x 5
C045		C = 100	Cards, Index, #41 Ruled 4 x 6
C050		C = 100	Cards, Index, #40 Plain 4 x 6
C055		C = 100	Cards, Index, #51 Ruled 5 x 8
C060		C = 100	Cards, Index, #50 Plain 5 x 8
C065		C = 100	Cards, Rolodex, C17 1-3/4 x 3-1/4
C070		C = 100	Cards, Rolodex, C24 2¼ x 4
C075		C = 100	Cards, Rolodex, C35 3 x 5
B054		Ea	File Box, 3 x 5 x 3 Tan No. 533
B061		Ea.	File Box, 3 x 5 x 6 Tan No. 653
B066		Ea	File, Box 4 x 6 x 4" No. 644
B071		Ea.	File Box, 5 x 8 x 4 Tan No. 855
B055		Ea	File Box, 3 x 5 x 3 No. 533 Black
B060		Ea.	File Box, 3 x 5 x 6 No. 653 Black
B065		Ea	File Box, 4 x 6 x 4 No. 644 Black
B070		Ea.	File Box, 5 x 8 x 4" No. 855 Black
F025		Ea.	File Pocket, #1526-E, Legal
F030		Bx.	File Folders, Legal 753 1/3
F035		Bx	File Folders, Letter 752 1/3
F040		Bx.	File Folders, Letter 752 ½
F045		Bx.	File Folders, Legal Prsbd. 420-1/3 1"
F050		Bx.	File Folders, Legal Prsbd. 420-1/3 2"
F055		Bx.	File Folders, Letter Prbd. 410-1/3 1"
F060		Bx	File Folders, Letter Prsbd. 410-1/3 2"
G005		Set	Guides #525 A-Z 3 x 5
G010		Set	Guides #625 A-Z 4 x 6
G030		Ea.	Guides, Rolodex AG17/24 A-Z
G035		Ea.	Guides, Rolodex AG24/25 A-Z
G040		Ea.	Guides, Rolodex AG35/25 A-Z
G015		Set	Guides #825 A-Z 5 x 8
G020		Set	Guides, File A-Z Legal No Eyelet
G025		Set	Guides, File A-Z Letter No Eyelet
L030		Bx.	Label Folder FF3 White
L035		Roll	Labels Folders R-444 Buff
L040		Roll	Labels Folders DR-44 Green
L045		Roll	Labels Folders R-444 Green
L065		Roll	Labels Folders R-444 Canary
L070		Roll	Labels Folders DR-44 White
L075		Roll	Labels Folders R-444 White
L080		Roll	Labels Folders DR-44 Blue
L050		Roll	Labels Folders DR-44 Cherry
L055		Roll	Labels Folders R-444 Cherry
L060		Roll	Labels Folders DR-44 Canary
L085		Roll	Labels Folders R-444 Blue
L090		Doz.	Label Holder 1" – Binder
L095		Doz.	Label Holder 2" – Binder
F065		Bx.	Pendaflex Folders 4152 1/5 Letter
F070		Bx.	Pendaflex Folders 4153 1/3 Legal
F075		Bx.	Pendaflex Folders 4152 x 2" Letter
F080		Bx.	Pendaflex Folders 4153 x 2" Legal
T005		Box 25	Pendaflex 42 Letter Tabs
T010		Box 25	Pendaflex 43 1/3 Legal
I080		Pkg. 100	Pendaflex Inserts 242 Letter
I085		Pkg. 100	Pendaflex Inserts 343 Legal
P210		Ea.	Portfolio
R045		Ea.	Rolodex Set V524 – Jr. 2¼ x 4
R050		Ea.	Rolodex Set V535 3 x 5
W005		Ea.	Wallet, Expanding 10 x 15

COMPUTER AND TYPEWRITER SUPPLIES

R016		Ea.	Ribbons, Selectric III Non Correcting #1299508
R035		Ea.	Ribbons, Selectric Correct Film #1299095
R040		Ea.	Lift Off Tape for Correct Sel #1136433

PRINTER RIBBONS

R051		Ea.	IBM Quiet Writer II #1299790
R060		Ea.	IBM Quiet Writer III

DISKETTES

R057		Ea.	3M 5¼ DS00 Diskettes #00234/360K
R058		Ea.	MAXELL 3½ DS DD Diskettes
R059		Ea.	Maxell 3½ Diskettes MF2 HD 2MB
C159		Ea.	Maxell 5¼ High Density Diskettes #MD2HD 1.2 MB
G161		Ea.	5¼ Micro-Accessories Locking Diskette Holders
G162		Ea.	3½ Micro-Accessories Locking Diskette Holders

HEWLETT PACKARD LASER JET

C150		Ea.	HP Standard User Jet Toner #92285A
C151		Ea.	Hewlett Packard Laser Jet Series II Toner #92295A
C148		Ea.	HP Fuser Pad Cleaner #RGI-0966000

PLOTTER PAPER

C152		Pkg.	Hewlett Packard #17801P Non Glossy Paper

PLOTTER PENS

C154		Pkg	Hewlett Packard #17825P 0.3mm Black Pens
C155		Pkg.	Hewlett Packard #17826P 0.7mm Black Pens
C156		Pkg.	Hewlett Packard #17831P 0.3mm Blue Pens
C157		Pkg	Hewlett Packard #17841P 0.3mm Red Pens

FILM

C153		Pkg	Hewlett Packard #17702T Transparency Plotter Film

CRT WIPES

A001		Pkg /Ea	Antistatic Wipes Misco MV1323
A002		Pkg./Ea	CRT Screen Cleaning Wipes

PHILIP MORRIS PRINTED ENVELOPES, LETTERHEADS

3440		Ea	PM Mgt No. 9 White Window
3442		Ea	PM Mgt No 10 White
3444		Ea	PM Mgt. No. 11 White
3446		Ea	PM Mgt White Kraft 7 x 10
3448		Ea	PM Mgt. White Kraft 10 x 12
3450		Ea	PM Mgt Letterhead, Engraved 8½ x 11
3452		Ea	PM Mgt Inter-Office 8½ x 7 Paper
3454		Ea	PM Mgt. Inter-Office 8½ x 11 Paper
3453		Ea	PM Inc No. 9 White Window
3541		Ea.	PM Inc No 10 White
3542		Ea	PM Inc No 11 White
3551		Ea	PM Inc White Kraft 7 x 10
3552		Ea	PM Inc White Kraft 10 x 12
3580		Ea	PM Inc Letterhead, Engraved 8½ x 11
3585		Ea	PM Inc Inter-Office 8½ x 7 Paper
3590		Ea	PM Inc Inter-Office 8½ x 11 Paper
3535		Ea	PM U.S.A No. 10 Large
3536		Ea	PM U S A White 10 x 12
3540		Ea.	PM U.S.A No 11 4½ x 10-3/8
3565		Ea	PM U.S.A Letterhead Engraved 8½ x 11
3570		Ea	PM U S A Inter-Office 8½ x 7
3575		Ea	PM U S A Inter-Office 8½ x 11
3505		Ea	PM Int'l Inc White No 10
3510		Ea.	PM Int'l Inc. Air Mail No. 10
3515		Ea.	PM Int'l Inc. Air Mail No 10 (side flap)
3520		Ea.	PM Int'l. Inc Air Mail 9 x 12
3595		Ea.	PM Int'l Inc. Letterhead
3605		Ea.	PM Int'l Inc Memo Paper 8½ x 7
3610		Ea.	PM Int'l Inc. Memo Paper 8½ x 11
3609		Ea.	PM Int'l Inc White Peel & Stick 10 x 13
3612		Ea.	PM Duty Free Inc White No 10
3614		Ea.	PM Duty Free Inc. Letterhead
3616		Ea.	PM Duty Free Inc. Memo Paper 8½ x 11
3617		Ea	PM Duty Free Inc Memo Paper 8½ x 7
3618		Ea.	PM Products Inc. (Richmond, Va) Letterhead
3560		Ea	No 840 Inter-Office 4 x 9½ Reusable Manila
3561		Ea	No 2255 Inter-Office 10 x 13 Reusable Manila
3576		Ea	No 2458 Inter-Office No. 10 Confidential
3577		Ea.	No 2460 10 x 13 Inter-Office Confidential
3578		Ea	No 2461 No 10 Inter-Company Mail
3579		Ea	No 2462 Inter-Company Mail 10 x 13
3700		Ea.	PM Co No 10 White
3704		Ea	PM Co White Kraft 10 x 12
3706		Ea	PM Co Letterhead Engraved 8½ x 11
3708		Ea.	PM Co Inter-Office 8½ x 7
3709		Ea	PM Co Inter-Office 8½ x 11

PHILIP MORRIS PRINTED FORMS AND LABELS

4045		Ea	#301 Expense Statements
4001		C = 100	PM Inc. No 90 Labels, NY
4002		C = 100	PM Co No 90 Labels NY
4003		C = 100	PM Mgt Corp 90 Labels NY
4004		C = 100	PM Int'l Inc No 90 Labels
4020		Pad	Purchase Requisition (Form #1507)
4025		Pad	Request for Office Supplies (Form #2026)
403C		Pad	Voucher Petty Cash #9 Corporate and U S A
4035		Pad	Voucher Corp and Co. (Form No 3488)
4036		Pad	Voucher, U S A (Form #2722)
4010		Pad	While You Were Out (Form No. 2087)
4050		Ea	Request for Special Mailing/Messenger
4060		Ea	Business Card Request (Form #1507G)
4061		Ea	PMI Upgraded Airline Tickets (Form #3742)
4062		Ea	Personalized Stationery Request (Form #1507A)
4063		Ea	Computer & Typewriter Supplies (Form #2026A)

2042020649

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LEGAL

2042020650

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Contract Request Form

2042020651

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Contract Request Form

Procedures

- Fill out form completely.
- Send form to Virginia Murphy in PM USA Legal.
- Send copies of the Contract Request Form to:
  - Manager (if not generated by Manager)
  - Group Manager
  - Director
  - Accounting (Elisa Mattera)

2042020652

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

CONTRACT REQUEST FORM

DATE REQUESTED:_____

REQUESTED BY:_____

INDIVIDUAL CONTACT:_____

COMPANY NAME:_____

COMPANY ADDRESS:_____

_____

EVENT(S):_____

DATE(S):_____

BRAND:_____

SERVICES:_____

_____

_____

OR

SPONSORSHIP RIGHTS:

Exclusive Tobacco Sponsorship	☐	
Promotional Booths:		
Sampling	☐	
Couponing	☐	
Sweepstakes	☐	
Branded Incentives	☐	
Banners/Signage	☐	
Locations:_____		
VIP Tickets	☐	Qty._____
Event Passes	☐	Qty._____
Parking Passes	☐	Qty._____

PAYMENTS AND DATES DUE:_____

_____

Will Company produce written/advertising/promotional materials? YES ☐ NO ☐

Draft Date:_____
Final Date:_____
Document Name:_____

2042020653

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Contract Draft
Approval Request

2042020654

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Contract Draft Approval Request

Routing

1. Person initiating contract (Manager)
2. Group Manager
3. Accounting
4. Budgets
5. Risk Management
6. Director

* Include a line for DATE next to each signature line.

** When the contract is delivered to the Accounting Department, a photocopy of the front page should be date-stamped and retained by secretary.

2042020655

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Project Code:

CONTRACT DRAFT APPROVAL REQUEST

PROJECT:

VENDOR:

FINANCIAL IMPACT:

RESPONSIBILITY: Manager

Group Manager

PROJECT DESCRIPTION:

FINANCIAL ELEMENTS:

	Current Contract or Year	Previous Contract or Year
Fees		
Expenses		
Total		

PAYMENT TERMS:

FINANCE DEPT. COMMENTS:

This space should be left blank for Accounting to offer comments.

INSURANCE TERMS:

RISK MANAGEMENT COMMENTS:

This space should be left blank for Risk Management to offer comments.

BUDGET IMPLICATIONS:

COMPETITIVE BID:

APPROVALS:

Name	Initials	Date Received	Date Approved
Manager	_____	_____	_____
Group Manager	_____	_____	_____
Accounting	_____	_____	_____
Budgets	_____	_____	_____
Risk Management	_____	_____	_____
Director	_____	_____	_____

2042020656

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Contract Approval Request

2042020657

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Contract Approval Request

Routing

1. Person who generated contract
2. Group Manager
3. Accounting
4. Budgets
5. Risk Management
6. Legal
7. Director

Depending upon contract amount

8. Vice President
9. Executive Vice President
10. President

* Include a line for DATE next to each signature line.

** When the contract is delivered to the Accounting Department, a photocopy of the front page should be date-stamped and retained by secretary.

*** Attach copy of the approved DRAFT REQUEST as the second page of the Contract Approval Request.

**** **The person signing the contract should be the last approval signature.**

20420206 58

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Project Code: E12

Contract Approval Request

PROJECT: Virginia Slims of Florida
Philip Morris Invitational

VENDOR: Tamera Herrod Public Relations
10190 Boca Entrada Blvd.
Boca Raton, FL 33428

FINANCIAL IMPACT: $75,500

RESPONSIBILITY: Nancy Zimbalist
Manager, Event Marketing, Virginia Slims

Edna Moore
Group Manager, Event Marketing

PROJECT DESCRIPTION: Public relations affiliate for 1993 Virginia Slims of Florida and 1993 Philip Morris Invitational

FINANCIAL ELEMENTS

	1993	1992
44 272 4401 16E62 Fees	$38,000	$34,000
044 271 4401 16E12 Expenses	$37,500	$35,000
TOTAL	$75,500	$69,000

BUDGET IMPLICATIONS

All costs associated with this project are included in the approved 1993 Virginia Slims Tennis budget.

COMPETITIVE BID

Tamera Herrod has performed these responsibilities to the satisfaction of Philip Morris for more than eight years.

APPROVALS		DATE
Nancy Zimbalist		1/12/93
Edna Moore		1/19/93
Ina Broeman		1/14/93
Accounting		
Budgets		
Legal		1/22/93
Ellen Merlo		

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Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Project Code: E12

Contract Approval Request

PROJECT:

VENDOR:

FINANCIAL IMPACT: $

RESPONSIBILITY: Nancy Zimbalist
Manager, Event Marketing, Virginia Slims

Edna Moore
Group Manager, Event Marketing

PROJECT DESCRIPTION:

FINANCIAL ELEMENTS

	1993	1992

(Explanantion of any substantial variances.)

BUDGET IMPLICATIONS

COMPETITIVE BID

APPROVALS		DATE
Manager	_____	_____
Group Manager	_____	_____
Accounting	_____	_____
Budgets	_____	_____
Legal	_____	_____
Director	_____	_____
Vice President	_____	_____
Executive VP	_____	_____
President	_____	_____

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Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

2042020660

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

MARLBORO GEAR TRUCK PROGRAM

POWERFORCE MANUAL

FEBRUARY 22, 1993

2042020661

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

MARLBORO GEAR TRUCK
POWERFORCE MANUAL

Part One

Introduction to Employees

Welcome to Philip Morris and the Marlboro Gear Truck Program. You are about to participate in an important consumer contact program for Marlboro.

Your first assignment is to read this manual thoroughly. It gives you a detailed explanation of all your activities and procedures.

Company Overview

Philip Morris U.S.A. is the largest cigarette manufacturer in the United States. Philip Morris manufactures a wide range of popular cigarette brands including Marlboro, the best-selling cigarette in the world. Other PM brands include Merit, Virginia Slims, Benson & Hedges, Parliament, Cambridge, Alpine, Bucks, Bristol, and Basic.

Philip Morris is proud of its record as one of America's most successful and progressive sales organizations. We are pleased to have you working with us and feel assured that your efforts will contribute to the continuing success of Marlboro.

Why we Contact Consumers

Consumer contact is critical to a sales organization. The purpose of the Marlboro Gear Truck program is to introduce adult smokers of competitive brands to Marlboro. We believe that one of the best ways to do so is through the use of incentive items and personal contact.

Incentive distribution also gives excellent exposure to our brands and provides us with direct feedback on our product's acceptance.

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020293 DG

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Your Role and Image

We have found that offering exciting and unique incentive items, delivered with a personal message from a bright, enthusiastic individual is the best way to communicate the reasons for Marlboro's number one position. The excitement you add to the store sale event is critical.

Your contact with consumers will require you to:

- Generate excitement and interest that will attract adult smokers to the van.
- Communicate confidently with a variety of smokers.
- Convey a product message about Marlboro to adult smokers of competitive brands.
- Explain the redemption process and encourage smokers to participate in the Adventure Team promotion.

The sincerity and credibility you project is greatly influenced by your personal appearance. You will be provided with a Marlboro Adventure Team Gear uniform. Details to follow.

2042020663

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Part Two

Program Objectives

There are several important goals of the Marlboro Gear Truck program:

- To provide an opportunity to communicate directly with Marlboro's audience–young-adult male smokers.
- To gather names of competitive adult smokers for future direct marketing promotions.
- To educate consumers about the Marlboro Adventure Team.
- To increase visibility of Marlboro at retail during major events.
- To provide an exciting and positive consumer experience beyond typical retail encounters.

Job Requirements

- You must be at least 21 years old.
- You must have a valid driver's license and be able to drive a full size van.
- You must be able to assemble the promotion tent and lift boxes weighing 25 pounds.
- You must be comfortable interacting with a variety of consumers and retail store operators.
- You must be able to accurately report your activities.
- You must pass a federally mandated safety test after training.

Job Description

As a member of the Marlboro Gear Truck program, you will be working closely with the local Philip Morris sales force. PM Sales Representatives will make arrangements with retail store operators for you to conduct store-sale events at various locations throughout your assigned territory. You will be provided with a list of locations at least one week in advance. Store sales will typically last either a half or full day.

At store sales, you will be offering adult smokers, 21 years or older, various incentive items when they purchase Marlboro. You will also be gathering names of competitive smokers for future direct marketing efforts. Details of store sale procedures are included in Part Four.

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Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

About Marlboro

Marlboro is the Number One selling brand in America and around the world. To accommodate the diverse taste preferences of consumers, the Marlboro brand is available in a variety of packings:

- Marlboro Red, Soft Pack or Box–blended for the smoker who enjoys full-flavored cigarettes.
- Marlboro Lights, Kings and 100s, Soft Pack or Box–lighter in taste, lower in tar, but still offering the same quality that has made Marlboro famous.
- Marlboro Mediums, Kings and 100s, Soft Pack or Box–offers high-end, low-tar, satisfying, flavorful taste. Marlboro Medium bridges the flavor-gap between low-tar and full-flavor brands.
- Marlboro Gold 100s, Soft Pack or Box–designed for smokers who enjoy full, rich flavor in a longer, 100 mm length.
- Marlboro Light Menthol, Kings and 100s Box–light, cool menthol refreshment in a lower tar cigarette.
- Marlboro Menthol Soft Pack–offering smokers the cool taste of menthol in a full-flavor cigarette.

Consumer Contact Techniques

The way you interact with smokers will directly influence their attitude toward our products. A smoker is more likely to think favorably of Marlboro if you create a favorable impression. Be courteous, friendly and enthusiastic.

- Be sure the consumer is age 21 or over. If you're not sure, you must ask. We suggest you do so by asking, "What year were you born?"
- Be sure the consumer is a smoker.
- Thank the consumer for their time.

2042020665

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Part Three

Restrictions on Consumer Contact Activities

You are required to observe certain distribution restrictions developed by Philip Morris to maintain the good community relations our brands and people enjoy. Please review this important information carefully.

You must sign the Certificate on the last page of this manual, indicating that you understand and agree to the following restrictions:

- Give incentive items only to smokers who are 21 years of age or older and who present their **Marlboro** purchases. If a younger-looking person, or a person who has not made a **Marlboro** purchase, requests an incentive item, refuse with the explanation that incentives can only be given to persons who have purchased product and who are 21 years of age or older. If the person states that he/she is over 21, and you are still unsure, you must verify that by asking to see identification with proof of age.

- Do not urge anyone who refuses an incentive item to accept it.

- Do not give incentive items to non-smokers. Incentives are intended only for smokers who have purchased a **Marlboro** product.

- Do not distribute incentives to people in vehicles.

- Avoid blocking or impeding pedestrian traffic.

- Distribution of incentives should be conducted only by authorized persons. Take care of your incentive items. Store them in secure places both on and off the job **to avoid inadvertent distribution.**

- Do not leave litter in distribution locations. Promptly dispose of empty boxes and all litter that results from your activity.

- Do not distribute **within two blocks** (approximately 500 feet) of a place of religious worship or of any center of youth activities such as playgrounds, schools, college campuses, or fraternity or sorority houses.

- Circumstances preventing distribution from being conducted consistent with the provisions of this manual should be stopped until such circumstances abate.

If you have questions regarding distribution guidelines and restrictions, ask your supervisor before you start your distribution activities.

2042020666

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Special Situations

If you encounter any problems while working store sales, please contact your supervisor. He or she will help you with any problems that might arise while distributing incentive items.

If someone objects to your distributing at an assigned location, please do not argue. Ask that person to wait until your supervisor is available to speak with him.

Remember, handling complaints is your supervisor's job. If your supervisor is not immediately available, relocate. Do not argue.

You may not consent to interviews. Representatives of other companies may try to question you. If this occurs:

- Tell them you are not qualified to answer their questions.
- Refer them to your manager.
- Ask for their business card and submit it to your manager.

Similarly, if **a reporter asks for an interview, explain that your are not qualified to comment, and refer him or her to your manager.**

Much has been written and said about smoking and health. This subject can generate varying opinions. We ask that you avoid becoming involved in discussions of this nature. If a negative statement attacking you or the cigarette industry is made, we suggest a response such as:

> "I'm afraid I'm not sufficiently qualified to comment on that issue. I'll be happy to put you in touch with my supervisor. Thank you."
>
> or
>
> "I respect your opinion, and I'm sorry you feel that way. I'll be happy to put you in touch with my supervisor. Thank you."

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Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Work Hours

You will be working 40 hours per week until the completion of the program. Generally, retail coverage hours will be from 10:00 A.M. until 4:00 P.M. However, these hours may vary based on store traffic flow. Your Market Manager will advise you of the exact hours of store sale operation.

Approximately one hour prior to the store sale and one hour after the store sale are allocated for set-up time, warehouse/inventory-drive time, van servicing and other reasonable duties necessary to ensure a professional execution of the program.

2042020668

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Part Four

Store Sale Procedures

Preparation

- You will be responsible for maintaining sufficient inventory of incentives and pos materials in your van. Items will be stored in a local warehouse. Your Powerforce Market Manager will review procedures for stocking your van.

Store Check-In

- Arrive at your assigned store on time. A Philip Morris Rep will probably be there to meet you, especially early in the program.
- Notify store personnel of your arrival. Be sure to ask for the manager and review your planned activities.

Creating an Invitation to Consumers

- Place approved pos material to let consumers know about the event.
- Set up approved pack or carton display.
- Set up the van and kiosk in the agreed upon location in the parking lot.
  - Be careful not to obstruct traffic.
  - Place the incentives on the grids.
- Greet adult shoppers as they approach the store or van with a statement such as, "Show us your pack."
- As interested smokers approach the van, explain the redemption process.
  - Smokers who complete the survey will be eligible for future special offers.
  - Smokers who purchase Marlboro in the participating store will be able to claim an incentive item based on the quantity purchased as indicated (one item per purchase per customer).
- Deliver a product message about Marlboro (See "About Marlboro").
  - This is where your enthusiasm counts. Your ability to create excitement is crucial to the success of the program.
  - Invite competitive adult smokers to "Come to Marlboro Country."
- "Pre-sell" the Marlboro purchase.
  - Determine which incentive the consumer is interested in.
  - Explain the quantity they need to purchase in order to receive the incentive.
  - Hand the consumer a ticket for that item.
- When they return after shopping, attach their ticket to the survey card and hand them the appropriate incentive of their choice based on their purchase.

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Additional Duties

- You will submit a report of your activities to your Powerforce Market Manager daily. A sample form will be provided.

Leaving the Store

- Take an inventory of incentive items. Be sure supplies are adequate for your next store sale. Retail operators have ordered extra product in anticipation of increased sales–you don't want to run out of incentives.
- Remove any advertising directly related to the store sale.
- Pack up the kiosk and incentives. Make sure your area is clear of litter.
- Complete your daily report and have the Store Manager or contact sign the form as indicated.
  - Be sure to thank store management for their cooperation.

When You Get Home

- Phone your results in to your Powerforce Market Manager.
- Mail your daily report to Powerforce in the envelope provided.

Contacts

- Your **Powerforce** Market Manager is:
  Name:
  Address:

  Phone:
- Your **Philip Morris** Unit Manager (or District Manager) is:
  Name:
  Address:

  Phone:

2042020670

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Marlboro Gear Truck Usage Guidelines

- The Gear Truck can only be driven by Philip Morris or Powerforce employees. **Under no circumstances** are spouses/dependents permitted to drive the Gear Truck.

- The Gear Truck must be stored in a secured location at the end of each day. This might be a garage, warehouse, or other assigned location. The Powerforce DM will designate the location for your Gear Truck. **Under no circumstances** are Gear Trucks to be driven for personal use.

- Gear Truck expenses will be reimbursed by Powerforce. These expenses include, gas, tolls, parking, washing, and general mechanical maintenance. Any questions related to other Gear Truck expenses should be directed to your Powerforce Market Manager.

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Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Part Five

Philip Morris Products

Here is a listing of Philip Morris brand families:

- Marlboro
- Benson & Hedges
- Merit
- Virginia Slims
- Players
- Bristol
- Parliament
- Cambridge
- Saratoga
- Alpine
- Bucks
- Basic

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020293 DG

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

Part Six

Marlboro Gear Truck
Certification

This certifies that I have been instructed by representatives of Philip Morris U.S.A., or their designated distributing agency, of distribution guidelines and restrictions.

I will offer incentive items only to smokers who are 21 years of age or older, and who have purchased the required **Marlboro** product from a participating retailer, and I will follow all other distribution guidelines and restrictions.

I recognize that I am subject to immediate dismissal if I offer the above mentioned incentive items to any smoker who is not 21 years of age or older and has not purchased the required **Marlboro** product, or if I violate any distribution restrictions.

_____

SIGNATURE

_____

DATE

In order to keep our records up to date, please complete the following information:

Emergency Contact:

Name:_____ Relationship:_____

Address: _____ Phone #:_____

_____

_____

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PHILIP MORRIS SAMPLING MANUAL

MARLBORO
SAMPLING PROGRAM

CONTENTS

Instructions for Field Managers	**1**
Instructions for Samplers	**2**
I. Purpose: Why We Sample	**2**
II. The Sampler's Role & Image	**2**
III. About the Product	**3**
IV. Sampling Techniques	**4**
Sampling the Consumer	4
Sampling Training	5
Points to Remember	5
Special Situations	6
V. Restrictions on Sampling	**7**
Good Luck!	**9**
Certification	**10**

RECEIVED

JUN 21 1993

2042020675

Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

MARLBORO
SAMPLING PROGRAM

Instructions for Samplers

You are about to participate in an important sampling program for **MARLBORO** cigarettes. Your first assignment as a sampler is to read these procedures and instructions thoroughly.

I. PURPOSE: WHY WE SAMPLE

Consumer contact is crucial to a sales organization. Philip Morris believes that one of the best ways to acquaint smokers with the quality and taste of our cigarette products is to offer the opportunity to try them. Our sampling programs provide that opportunity.

Sampling also gives excellent exposure to our brands, as well as direct feedback to us on our products' acceptance. Our concern for consumer satisfaction has helped make Philip Morris the leader in the cigarette industry and has contributed to the success of our brands in the national market.

Your sampling efforts will introduce many smokers to the smooth, satisfying flavor of **MARLBORO** cigarettes.

II. THE SAMPLER'S ROLE AND IMAGE

You have been selected for this sampling program because of your intelligence, enthusiasm, and appearance. We are confident that you will do an effective sampling job on behalf of **MARLBORO**.

You are representing **MARLBORO** to the public, therefore, your personal appearance is important. Your Supervisor will inform you of the type of clothing to wear while sampling. You must always be well groomed.

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Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

MARLBORO
SAMPLING PROGRAM

Instructions for Field Managers

All points in this manual must be reviewed with samplers and a copy given to each.

Samplers must sign the certificate on the last page of this manual, indicating that they have been told of sampling restrictions and understand that they are subject to immediate dismissal if they knowingly violate these restrictions.

Be sure to monitor samplers to endure their compliance with sampling guidelines and restrictions. It is your responsibility to dismiss any sampler who, in your judgment, knowingly violates these restrictions.

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Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

III. ABOUT THE PRODUCT

You will be distributing incentive items and coupons for **MARLBORO, MARLBORO 100's, MARLBORO LIGHTS, MARLBORO MENTHOL, MARLBORO MEDIUM** and **MARLBORO MENTHOL LIGHTS.**

MARLBORO	With **MARLBORO** you get full, rich flavor in a filtered cigarette.
MARLBORO 100's	With **MARLBORO 100's** you get full, rich flavor in the longer, 100mm length.
MARLBORO MEDIUM	**MARLBORO MEDIUM,** THE NEW LOW TAR CIGARETTE WHEN YOU WANT MORE FLAVOR.
MARLBORO LIGHTS	With **MARLBORO LIGHTS** King size and 100's you get the spirit of **MARLBORO** in a low tar cigarette.
MARLBORO MENTHOL	**MARLBORO MENTHOL** gives you the cool taste of menthol combined with **MARLBORO** quality. Enjoy big menthol taste from **MARLBORO** country.
MARLBORO MENTHOL LIGHTS	**MARLBORO MENTHOL LIGHTS** King size and 100's give you quality and menthol cool freshness in a light cigarette in the tradition of the **MARLBORO** family.

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Source: https://www.industrydocuments.ucsf.edu/docs/gkwl0000

IV. SAMPLING TECHNIQUES

Sampling the Consumer

The way you sample people will have a direct bearing on their attitude toward our products. A smoker is more likely to think favorably of **MARLBORO** if you create a favorable impression.

Since you want to reach the largest possible number of smokers 21 years of age and older, you cannot spend more than a few moments with each consumer. In that brief time you must deliver a clear, concise message:

* **Greet the consumer.** Determine whether he is a smoker and 21 years of age or older. If so, offer the sample, being sure to state:

  "Compliments of **MARLBORO**"

* **Add a brief product message as appropriate:**

MARLBORO	With **MARLBORO** you get full, rich flavor in a filtered cigarette.
MARLBORO 100's	With **MARLBORO 100's** you get full, rich flavor in the longer, 100mm length.
MARLBORO MEDIUM	**MARLBORO MEDIUM,** THE NEW LOW TAR CIGARETTE WHEN YOU WANT MORE FLAVOR.
MARLBORO LIGHTS	With **MARLBORO LIGHTS** King size and 100's you get the spirit of **MARLBORO** in a low tar cigarette.
MARLBORO MENTHOL	**MARLBORO MENTHOL** gives you the cool taste of menthol combined with **MARLBORO** quality. Enjoy big menthol taste from **MARLBORO** country.
MARLBORO MENTHOL LIGHTS	**MARLBORO MENTHOL LIGHTS** King size and 100's give you quality and menthol cool freshness in a light cigarette in the tradition of the **MARLBORO** family.

* **Thank the person, and close.**

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MARLBORO
SAMPLING PROGRAM

Sampling Training

During your training session, you will be asked to demonstrate the sampling technique by offering a sample to your Supervisor. This practice is designed to increase your confidence and give your Supervisor an opportunity to help you refine your sampling technique.

Points to Remember

* Speak clearly.

* Give the complete and correct name of the cigarette.

* Never refer to the samples as "free cigarettes."

* Give only one sample to each smoker. If you give more than one, you may miss opportunities to sample other smokers. If an individual keeps coming back for more samples:

  - Thank him for trying our product and explain that you are not allowed to give more than one sample to each person.

  - Do not argue. Continue sampling other people.

* **MARLBORO** sampling is intended to generate interest, trial and conversion among smokers of competitive brands who are 21 years of age or older. Do not sample smokers of Philip Morris products if you can avoid it. If a Philip Morris smoker requests a sample, however, do not hesitate to give it.

The following list of Philip Morris brands will help you identify Philip Morris smokers:

-Marlboro
-Benson & Hedges
-Merit
-Virginia Slims
-Parliament
-Saratoga
-Cambridge
-Alpine
-Bucks
-Bristol
-Players

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MARLBORO
SAMPLING PROGRAM

* You will be working on a tight schedule. You will not have time to:

  - Stop and talk about the brand.

  - Debate or argue the issue of cigarette smoking and health.

  - Strike up a conversation with a passerby.

* If a negative statement attacking you or the cigarette industry is made, the following response is suggested:

  "I regret that you feel that way. Thank you."

  OR

  "I'm not sufficiently qualified to comment on that issue. Thank you."

* Before leaving your location, make sure that no litter from your sampling activity remains.

Special Situations

Your Supervisor will help you with any problems you encounter while sampling.

If someone objects to your sampling at an assigned location, please do not argue. Ask the person to wait until your Supervisor is available to speak with him.

Remember, handling complaints is your Supervisor's job. If your Supervisor is not immediately available, relocate. Do not argue.

You should not consent to interviews. Representatives of other companies may try to question you. If this occurs:

* Tell them you are not qualified to answer questions.

* Refer them to your Supervisor.

* Ask for their business card and submit it to your Supervisor.

IF A REPORTER ASKS FOR AN INTERVIEW, PLEASE SAY "NO" AND REFER THE INDIVIDUAL TO YOUR SUPERVISOR.

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MARLBORO
SAMPLING PROGRAM

V. RESTRICTIONS ON SAMPLING

You are required to observe certain sampling restrictions developed by Philip Morris to maintain the good community relations our brands and people enjoy. Please review this important information carefully.

You must sign the Certificate on the last page of this manual, indicating that you understand and agree to the following restrictions:

* **Do not sample in or on public streets, sidewalks or parks except in areas where access is limited to persons to whom cigarettes may be lawfully sold. Samples can be distributed in such places only to persons 21 or older.**

* Give samples only to smokers who are 21 years of age or older. If a young looking person requests a sample, refuse with the explanation that samples cannot be given to persons under 21 years of age. If the person states that he is 21 or older, you must verify that by asking to see identification with proof of age.

* Do not urge anyone who refuses a sample to accept it.

* Do not give samples to non-smokers. Samples are intended only for smokers.

* Do not distribute samples to people in vehicles.

* Avoid blocking or impeding pedestrian traffic.

* Distribution of samples should be conducted only by authorized persons. Take care of your samples. Store them in secure places both on and off the job **to avoid inadvertent distribution.**

* Do not leave litter in sampling locations. Promptly dispose of empty sample boxes and all litter that results from your sampling activity.

* Do not sample **within two blocks** of a place of religious worship or of any center of youth activities such as playgrounds, schools, college campuses, or fraternity or sorority houses.

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* Circumstances preventing sampling from being conducted consistent with the provisions of this manual should be stopped until such circumstances abate.

If you have questions regarding sampling guidelines and restrictions, ask your Supervisor before you start your sampling activities.

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MARLBORO
SAMPLING PROGRAM

GOOD LUCK!

We are pleased that you have joined the **MARLBORO** Sampling Program as a product sampler, and we know you will help to make it effective.

Please comply with the important guidelines in this manual to ensure the success of the program.

We hope this experience will be challenging and rewarding for every member of our sampling team.

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MARLBORO

SAMPLING PROGRAM

CERTIFICATION

This certifies that I have been instructed by representatives of Philip Morris U.S.A., or their designated distributing agency, of sampling guidelines and restrictions.

I will offer samples only to smokers who are 21 years of age or older, and I will follow all other sampling guidelines and restrictions.

I recognize that I am subject to immediate dismissal if I offer samples to any person who is not 21 years of age or older, or if I violate any sampling restrictions.

_____

SIGNATURE

_____

DATE

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ACCOUNTING

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OVERVIEW OF CONTRACT PROCESS

NOTE: The following guidelines summarize PM-USA Financial Policies as supported by the PM-USA Financial Manual.

Types of Contracts:

Master Contract:

- Used when a supplier/vendor is engaged to furnish services for several different projects on a request basis.
- Contains general terms---e.g., insurance, exclusivity, etc.
- Must have appropriate monetary approval.

Project/Letter Agreements:

- Addresses specifics of a project.
- Must go through the same approval process, but usually takes less time.

Vendor Services Without a Contract

- In certain instances, services may be retained without a contract.
- Specific prior approval for the retention of services without a contract must be obtained by PM USA Legal and Finance.
- This approval should be sought only for those services that:
  - Are short in duration.
  - Have insignificant value.
  - Do not involve the preparation of materials, use of PM product, logos or trademarks.
  - Do not involve activities that expose PM USA to liability risks.

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OVERVIEW OF CONTRACT PROCESS

Responsibilities

Originator/Coordinator	Legal & Risk Management	Finance
Preparation Process		
-Coordinate competitive bidding and select vendor -Collect all supplemental information (i.e. Bid Package) -Prepare a Cover Letter, Contract Request Form and Contract Exception Form (if required) -Request Legal & Risk Mgmt. to prepare Draft Contract or Addendum	-Prepare a Draft Contract or Addendum; when necessary negotiate changes -Review for liability exposure and insurance risk	-Assist Originator/Coordinator to verify/provide financial information
Review & Approval Process		
-Obtain all preliminary departmental approvals -Obtain Legal & Risk Mgmt. and Finance approval -Review Contract Request Form for comparisons to Budgets/Forecasts -Coordinate with Finance to ensure proper movement through the executive approval process. -Coordinate Execution of the Contract -Initiate commitments	-Approve Contract Request Form or Addendums	-Approve Contract Request Form or Addendums -Assign Contract or Addendum Number
Payment Process		
-Monitor progress and performance of all services performed -Ensure timely submission of invoices and approve for payment - Request Addendums, if required		-Ensure payments match contract specifications -Process invoices for payment -Notify Originator/Coordinator when Addendum is required

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